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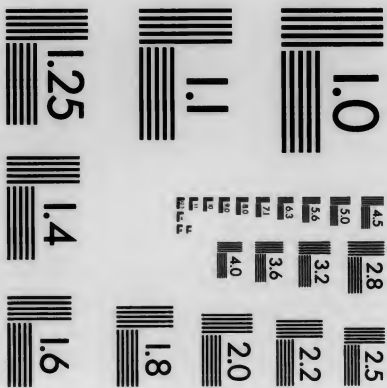
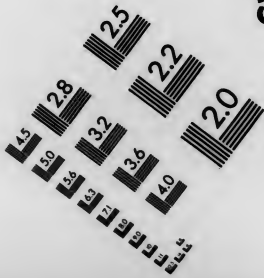
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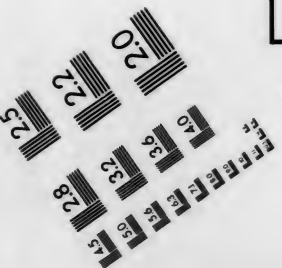
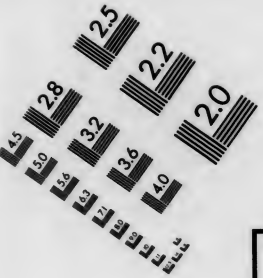
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School of Business

INFLUENCING MEN IN BUSINESS

THE PSYCHOLOGY OF ARGUMENT AND SUGGESTION

BY

WALTER DILL SCOTT, PH. D.

Director of Bureau of Salesmanship Research, Carnegie Institute of Technology; Director of the Psychological Laboratory, Northwestern University; President of National Association of Advertising Teachers; Author of "Increasing Human Efficiency in Business," "Psychology of Advertising," "Psychology of Public Speaking," and "Theory of Advertising"

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Business

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*The author respectfully dedicates this contribution to the
psychology of business to the*

YOUNG BUSINESS MAN

*whose interest is in influencing men rather than in han-
dling things; and who is studying to make his
arguments more convincing and his
suggestions more coercive.*

Preface to Second Edition

In this second edition the chapters have been largely rewritten. Old material has been omitted where such omission seemed desirable, and all the chapters have been amplified by the addition of new material. This revision was necessary because of the very rapid advance in the science of applied psychology.

Since the issuance of the first edition of this work various contributions on Argumentation and Suggestion have appeared in print, but the most notable is that of Professor Hollingworth in his book, "Advertising and Selling."

WALTER DILL SCOTT.

Evanston, Illinois,
August 15, 1916.

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CHAPTER I

INTRODUCTORY

OUTLINE

- I. Business Success is Largely Dependent upon Ability to Influence Men
- II. To Explain How Men are Influenced is a Problem for Psychology
- III. Typical Business Problems for Psychological Solution
- IV. Appeals to Reason
- V. Suggestion is a More Subtle Force than Reason
- VI. All Methods of Influencing Men may be Classified either as Argument or as Suggestion

CHAPTER I

INTRODUCTORY

I. BUSINESS SUCCESS IS LARGELY DEPENDENT UPON ABILITY TO INFLUENCE MEN

During the last few decades the business world has brought about a complete revolution in the methods of manufacturing, distributing, and selling goods. That the revolution has been beneficial and important no business man will deny. But however important these things are, the business man realizes that his most pressing problem is methods of influencing men rather than the handling of things.

The young man looking forward to a career sees that the man who has unusual ability in handling men is sure to attain the position of superintendent or manager; but that the man who has great cunning in handling material things is not thereby assured of a position above that of a skilled mechanic.

II. TO EXPLAIN HOW MEN ARE INFLUENCED IS A PROBLEM FOR PSYCHOLOGY

The business world is now in possession of many thoroughly established laws and principles

for the manufacture of goods and their preservation and transportation; for the best utilization of tools and equipment; for the generation of power, and for numerous processes connected with the handling of material things. The physical sciences have made their contributions, and the business world profiting thereby has been enabled to bring about this revolution.

The business world has not been able to revolutionize its methods of handling and influencing men. The young man preparing for his future career has not been able to secure adequate instruction in methods of controlling men. He could enter a technical school and be assured of securing practical instruction in dealing with any desired class of material things. Just as there can be no technical schools except as they are founded upon the sciences, so there can be no adequate instruction in methods of influencing men unless it is founded upon psychology—the particular science which deals with the thoughts and acts of men.

Although the science of psychology is not a completed science, and even though its incompleteness is especially apparent in some particu-

lars having special bearing upon the problems of business, yet its great fundamental principles are well worked out and are of prime importance.

III. TYPICAL BUSINESS PROBLEMS FOR PSYCHOLOGICAL SOLUTION

The purpose of the present work is to set forth certain established facts and principles of psychology which have a most direct and practical bearing upon the problem of influencing men under conditions existing in the business world. Typical examples of definite business problems for psychological solution are such as the following:

1. How can I induce my employees to increase the quantity and improve the quality of their work?
2. How can I induce particular men to enter my employ?
3. How can I sell you my line of goods by personal appeal?
4. How can I induce you to purchase this same line of goods if I confine my selling plan to printed advertising?

IV. APPEALS TO REASON

There are business men who have been eminently successful in handling men, and who because of their successes assert that our four typical problems have been definitely solved. They assert that their success is due to the fact that they respect the reasoning power of men. They secure improved service from employees by showing them the advantages of such improvement. They rely upon the argument that improved service leads to increased wages or promotion. They secure the services of new men by presenting the advantages of the proffered position in a logical manner. In selling goods they analyze their propositions to find the strongest arguments in favor of the goods and then the arguments are arranged in a logical and climactic order. In preparing copy for an advertisement they use the "reason-why" method and attempt to make the reader feel that there is "a reason why."

V. SUGGESTION IS A MORE SUBTLE FORCE THAN REASON

There is another group of men, fully as successful, who assure us that their successes in

handling men are due to a force far more subtle than reasoning. They grant the possibility of reasoning with men, and even concede that on paper it seems the wisest thing to do. In practice, however, they have but little confidence in argumentation, for they believe that men in the business world do not frequently carry out elaborate processes of reasoning. In securing increased efficiency from employees these successful managers of men claim that they have been successful because they have used suggestion rather than argument; because they have appealed to "the subconscious self" rather than to the intellect; because they have thus secured immediate action rather than deliberation. They have employed suggestion rather than argumentation not only for influencing employees but also for securing the services of new men, for selling by personal appeal, and for selling by advertising.

VI. ALL METHODS OF INFLUENCING MEN MAY BE CLASSIFIED EITHER AS ARGUMENT OR AS SUGGESTION

Since business success is largely dependent upon ability to influence men, and since all

methods of exerting such influence may be classified under our two headings of Argument and Suggestion, it is of very great importance that we should be in a position to judge correctly the contention of the two classes of successful men as cited above—the one advocating argument (reason) and the other suggestion. To enable us to pass judgment wisely upon the respective claims we must understand exactly what are the results secured by argument and the results secured by suggestion. Our point of view must be that of the man who is being influenced. What mental processes normally take place as a result of argument (the presentation of arguments) and what mental processes normally result from presenting suggestions? These questions must be answered before we are in a position to decide whether argument or suggestion is the better foundation for the methods of influencing men.

CHAPTER II

AN ANALYSIS OF DELIBERATION

OUTLINE

Deliberation Results from the Presenting of Arguments or Reasons

A typical Act of Deliberation Consists of:

- I. An Idea of Two or More Diverse Things Only
One of Which May be Chosen
- II. An Idea of the Steps Necessary to Secure the Things
- III. A Feeling of Value Attaching to Each of the Things
- IV. A Comparison of Relative Values
- V. A Conviction and Execution

CHAPTER II

AN ANALYSIS OF DELIBERATION

DELIBERATION RESULTS FROM THE PRESENT- ING ARGUMENTS OR REASONS

In the following analysis of the results of an argument it is assumed that the argument is good and that the man being appealed to is caused to consider or to deliberate. We shall try to discover what is meant by such expressions as:

"What do I do when I am deliberating?"

"What do you do when you deliberate?"

To make the analysis concrete and definite and to see its bearings upon our four typical problems the questions may be put in this form:

What do you do—

1. When you deliberate as to whether you shall change your method of work?
2. When you are deliberating as to whether you shall accept or reject a proffered change in position?
3. When you are deliberating as to whether you shall purchase or reject the goods offered by a salesman?

4. When you are debating as to whether you shall respond to an advertisement?

A TYPICAL ACT OF DELIBERATION CONSISTS OF:

I. AN IDEA OF TWO OR MORE DIVERSE THINGS ONLY ONE OF WHICH MAY BE CHOSEN

If I am attempting to induce you to change your method of work, you deliberate only if you consider what I propose, and if my proposition is in only partial possession of your mind—when your thought of my proposition is not free from your thought of your method of working; when you have in mind first the one method and then the other, and even when you are thinking of the one, you are aware that the other is still to be thought of. First the new and then the habitual method of work occupies the focus of attention, but at no time does either secure the full undivided attention. As soon as you have settled on one alternative and thoroughly banished the other your deliberation has ceased.

If I am attempting to induce you to leave your present position and to accept a position

with me, you may be said to deliberate upon the proposition if you seriously consider it in contrast to your present position. During the deliberation the alternatives successively enter the focus of attention. Reasons for retaining the old position and reasons for accepting the new keep passing through your mind. You feel all the time that the problem is not solved and that before you finish you are again to think of the alternative partially banished from thought.

If I am a salesman and attempt to sell you my particular line of goods you do deliberate upon the purchase if you think of the goods as possible purchases but have a feeling that other goods must at least be considered. The other goods may never be fully in your consciousness but their presence must at least be sufficient to make you feel that the purchase of other goods is possible and worthy of consideration. My line of goods does not impress you as the only thing to be considered. In considering them you have a feeling that the evidence is not all in, and so you are led to consider, more or less definitely, competing lines of goods or to consider the advisability of not purchasing.

When you read an advertisement and deliberate as to whether you shall purchase the

goods or not, the advertisement fails to occupy your complete attention. You compare the goods advertised with other similar goods, or you compare purchasing with not purchasing at all. The competing thoughts may for a time practically banish the advertisement from your mind. In some cases the advertisement seems to hold the attention continuously, but all the time you realize that there are other possible goods and so you consider the advertised goods in their relationship to the other and perhaps better known goods. You are said to have an idea of two or more acts or ends even though one only is clear, and the other present only to the extent of making you aware that there is another to which you could turn your attention if necessary.

A TYPICAL ACT OF DELIBERATION CONSISTS OF:

II. AN IDEA OF THE STEPS NECESSARY TO SECURE THE THINGS

I shall purchase either a new encyclopedia or a new typewriter. I can not afford to purchase both at this time. I am deliberating as to which would be more useful. I have tried to get an

adequate idea of each but I find that my ideas are not merely of encyclopedia and typewriter, but rather of myself-securing-and-possessing-the-encyclopedia, and of myself-securing-and-possessing-the-typewriter. I do not conceive of these possible purchases as things in the abstract but *myself as purchasing them* is an essential part of my deliberation. In imagination I go down to the book-store and select the volumes; in imagination I go to the telephone and ask to have the typewriter sent up on approval. In imagination I take the steps necessary to secure the things. This taking of the necessary steps is an important part in deliberation. In anticipation I try out the thing proposed.

If I am thoroughly convinced that I want a thing I will take the trouble to find out what steps are necessary to secure it. If, however, it was a matter of but little difference which of two purchases I should make, I would make the one that caused me the least thought. If of two equally desirable advertised commodities one gave me full instructions as to how I should place my order and the other left me to think it out, I should take the line of least resistance and order the one which gave the instructions.

Full directions as to the necessary steps for placing the order cause me to form an image of myself as ordering. This projection of myself in imagination into the future and into the acts necessary for placing the order greatly increases the chances that I shall respond favorably to the appeal.

In deliberation the idea of the necessary steps may be very vague and symbolic but in some form it is undoubtedly present. In persuading men it is wise to make this idea of the necessary steps as clear and distinct as possible because of the very important part it plays in deliberation. The neglect of this point has weakened many attempts to influence men.

A TYPICAL ACT OF DELIBERATION CONSISTS OF:

III. A FEELING OF VALUE ATTACHING TO EACH OF THE THINGS

Not only are we capable of having knowledge about possible objects of choice, but these ends thrill us more or less with pleasure or displeasure. The "thrill" may be very mild but it is an essential part of an act of deliberation. We are creatures with feelings, and unless a

thing awakens this feeling of value it is dropped from consideration.

We deliberate over a thing proposed only so long as it appears to us to be "worth while"; and that it may be worth while it must appeal directly or indirectly to our fundamental instincts or to our acquired tendencies to action. It must be in line with our ambitions and fixed purposes. It must make an appeal having some relationship to human sentiment and to human emotions. It must seem to advance our interests in some way.

If a series of arguments succeeds merely in convincing us that we ought to perform a certain act but does not make that act seem valuable, and thus create a desire to perform the act, the arguments have not been successful.

If I propose that you change your method of work the proposed change will not be considered by you unless, to a degree, it awakens hope, creates enthusiasm, or appeals to you as being worth while. It must in some way make its appeal to human interest and human sentiment.

If I propose that you accept a proffered position you will not consider the matter unless the new position is so presented that it appeals to

your self-interest—to your desire for promotion. The salesman's talk secures your consideration if it seems to offer something of value to you. The thing offered in an advertisement is considered if it creates in the mind of the reader a desire for the possession of the object. Although deliberation is a logical process it is continued only so long as the ends being considered continue to awaken this desire.

A TYPICAL ACT OF DELIBERATION CONSISTS OF:

IV. A COMPARISON OF RELATIVE VALUES

For months I have been deliberating as to whether I should secure my recreation from golf or from tennis. I found it impracticable to play both. When I tried to "think it over," my difficulty was in finding any satisfactory basis for comparison. Golf is more expensive than tennis, but has social features that are not possible in tennis. Golf consumes more time than tennis but is not so exhausting. Golf is more in vogue just now than tennis but affords less real pleasure. Golf can be played more months of the year but tennis can be played when I have

but a half hour for recreation. Most of my friends play golf but I can play tennis better than golf. None of these classifications seemed satisfactory, but I find that I have settled the matter by classifying the two forms of recreation according to the efficiency standard, i.e., the production per minute. Tennis gives more exercise per minute than golf. The double standard of economy of time and of the amount of exercise secured, made it possible for me to decide in favor of tennis.

This difficulty of classification is not at all exceptional as it is more or less characteristic of the act of comparison as carried out in deliberation. The real difficulty lies in establishing a standard by which a choice may be made among several courses of action. Doubtless these acts of classification and comparison are sometimes carried out rapidly and without special conscious attention; but in a typical act of deliberation they are performed as acts of volition, of which we are distinctly aware at the moment of making the comparison.

When you listen to my arguments in favor of my merchandise and are led to deliberate upon the purchase, you consciously bring together the advantages or values of my goods in compari-

son with some competing goods and pass the judgment of *more* valuable or *less* valuable upon them. You not only think of one and then of the other, or of one in relation to the other, but you think of the two alternatives as standing in the particular relationship of having a greater or a less value. Unless there is such a comparison and unless it is more or less a conscious process, you can not be said to have deliberated at all.

A TYPICAL ACT OF DELIBERATION CONSISTS OF:

V. A CONVICTION AND EXECUTION

Frequently arguments are presented and deliberation is begun but is never completed because this last step (conviction and execution) is not carried out. The chief defect in arguments made to influence men is just this, that the arguments will cause the men to begin to deliberate but will not be adequate to secure the final and essential step.

When the mind passes from comparison into conviction and execution, it performs the final act of deliberation. In its most complete form this process is called syllogistic reasoning. The

perfect syllogism consists of three parts—the major premise, the minor premise, and the conclusion. Thus:

All metals conduct electricity.

Aluminum is a metal.

Therefore aluminum will conduct electricity.

"All metals conduct electricity," is the major premise. "Aluminum is a metal," is the minor premise. "Therefore aluminum will conduct electricity," is the conclusion. After we have thought the major premise, and after we have classified aluminum as a metal, we are absolutely compelled to pass on to the conclusion that aluminum will conduct electricity.

Frequently arguments are put into the form of an implied syllogism. Such arguments may readily be expanded into the form of the complete syllogism. Thus, "He ought to be supported by the state for he is an old soldier," is an abbreviation of—

All old soldiers should be supported by the state.

This man is an old soldier.

Therefore he should be supported by the state.

The life insurance agent occasionally puts his

arguments into the form of an implied syllogism; thus, "You ought to take out a policy because your wife needs the protection." This implies the syllogism—

A man ought to take the steps necessary to protect his wife.

Taking out a policy is a protection for the wife.

Therefore you ought to take out a policy.

The real estate dealer also frequently uses an abbreviated syllogism. He says, "This real estate would be a profitable investment for it is in a growing part of the city." Expanded, the syllogism is:

Purchasing real estate in growing parts of the city is profitable.

This real estate is in a growing part of the city.

Therefore it is a profitable investment.

When the implied syllogism is expanded into its complete form the force of it is frequently strengthened, if it is valid, but the fallacy is made more apparent if it is spurious.

The attempt to compel assent by presenting arguments in a syllogistic form is liable to throw the hearer into a defensive attitude. The

citadel of reason can not ordinarily be stormed successfully by arguments without awakening some resistance. When the public has taken an attitude of self-defense, and attempts to avoid our proposals, the arguments must be strong if they are to result in victory.

The syllogistic argument is a method of getting the intellectual "drop" on the public, and compelling them to hold up their hands. When thus convinced the hands are brought down as soon as possible, and the funds turned over are the minimum amounts.

Any man will sign a note for a thousand dollars if a revolver is held against his head and he is threatened with death unless he signs. The law, however, will not hold him for the payment of the note, on the ground that it was signed under duress. A man convinced by the sheer force of logic is likely to avoid the very action which would seem to be the only natural result of the conviction thus secured. This situation is expressed by the familiar proverb, "A man convinced against his will is of the same opinion still." The truthfulness of this statement is continually illustrated by your actions and mine.

My wife and Dr. Fletcher made me admit

that I should chew my food with great care. The argument as presented was:

A sensible man is one who takes pains to acquire habits that will prolong life and increase human efficiency.

Thoroughly masticating food is such a habit. Therefore if I am such a man I will acquire the habit of thoroughly masticating my food.

Being a rational creature you might assume that from that day to this I would have reformed and acquired the habit of "Fletcherizing." As a matter of fact I have gone right on in the old habit of bolting my food.

Two years ago I worked up the arguments for and against the necessity of taking a vacation each year. When the arguments were formulated in my mind I was thoroughly convinced of the necessity of taking a vacation each year if I was to attain my maximum efficiency. When the time for my vacation arrived I spent the time, not on the golf links, but in working on my book, "Increasing Human Efficiency."

If I already believed aluminum would conduct electricity I would be impressed by the force of the syllogism having that statement as its conclusion.

If I already believed that a soldier should be supported by the state; that real estate is a profitable investment; that Fletcherizing is desirable; that vacations are essential, then the syllogism proving the case would appeal to me as irresistible. Logical arguments appeal to us as compelling if we are already convinced. The chief use we make of the syllogism is to put together the grounds upon which we would have been logically justified in reaching the conclusion we already hold or in performing the act which we have already performed.

The Aristotelian logic—arguments presented in the form of a syllogism—is not to be despised by the business man. It has a place even though that place may not be so great as assumed by some. The weakness of the syllogism is that it compels assent rather than wins approval. Since the actions of men are not regulated exclusively by reason, dependence upon logical arguments is precarious.

A conviction and an execution may result without deliberation (e.g., the result of imitation) so they are not the peculiarly characterizing features of deliberation. The steps which precede the conviction differ in acts which may be classed as deliberative and in those which

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should not be so classed. We should reserve the term deliberation for the completed act including the five steps.

You may properly be said to have deliberated if you have decided to continue your old method of work (or to adopt the new) :

1. After you have had definitely in mind what is involved in the proposed change.
2. After you have imagined yourself as taking the necessary steps to effect the proposed change.
3. After you have felt the value of the new method as well as that of the old.
4. After you have reached conviction (with or without the syllogism) and classified and compared the relative values and decided in favor of one of the alternatives or the other.
5. And then have taken steps to put your conviction into execution.

The conviction may or may not be made with a feeling of greater certainty because of the formal steps taken in reaching it. There is an assurance in conviction after due deliberation which makes the individual feel satisfied with what he has done. However, a conviction reached without deliberation is frequently held

AN ANALYSIS OF DELIBERATION 35

to tenaciously, even when assailed by later arguments against the wisdom of the act.

The science of chemistry has rendered a great service to the manufacturer of material things by showing him exactly all the elements included in the material with which he works. The manufacturer adopts his methods to utilize as far as possible all the elements indicated by the chemical analysis. When the chemist reports the essential constituents of cement in the slag secured from steel, the manufacturer is enabled to convert his dump heap into a valuable by-product.

The science of psychology makes clear to the superintendent and to the salesman the factors involved in an act of deliberation. The superintendent may thus persuade his employees more successfully when he remembers that a clear idea of the desired change is the first step in deliberation. He may avoid trouble by providing that the *how* of the proposed change shall be presented to the men. He may decide to adopt some other method than argument when he appreciates the mental processes included in the normal reaction from arguments. Every man whose success depends upon the influencing of men may be benefited by utilizing

the findings of science rather than by following the rule-of-thumb or the traditions of the house.

The salesman may make radical changes in his method when he realizes that every act of deliberation includes a feeling as to value, which attaches itself to each of the possible choices of things or of acts. He may present his case more skilfully when he knows that the goods offered will be classified and compared in the course of the deliberation. He may bring the argument to a successful climax by keeping ever in mind that conviction and execution are the final and most essential parts of the deliberation.

The manager of a steel plant should know the chemical constituents of the materials used. The salesman or the superintendent who uses arguments should know what mental processes are awakened in the minds of men by the presenting of arguments. Through understanding the workings of the minds of his men he should know (1) when it is wise to resort to arguments, and (2) how to construct them to secure the maximum results. The answer to these two questions will be taken up in later chapters.*

*Chapters V and VII

CHAPTER III AN ANALYSIS OF SUGGESTION

OUTLINE

Traditional and Modern Conception of Suggestion

- I. The Working of Suggestion is Dependent upon the Impulsive, Dynamic Nature of Ideas
- II. Suggestions are Given by External Objects (usually Persons) and Result in Acts Similar to Imitative Acts
- III. Suggestion Includes No Comparison or Criticism
- IV. Suggestion Secures Direct Response Without Any Delay

Illustration of Principles

CHAPTER III

AN ANALYSIS OF SUGGESTION

TRADITIONAL AND MODERN CONCEPTION OF SUGGESTION

The ancients defined man as the *reasoning* animal. When they attempted to comprehend the workings of his mind, it was by contrast with the mind of the animal which was supposed to be devoid of reason. They thought of man as responding normally only to logical appeals. Hence the problems connected with influencing man were turned over to the logicians for solution.

Three centuries before the Christian era, that great thinker, Aristotle, gave to the world a master work on logic. He showed exactly how arguments must be presented if they are to be presented logically. The syllogism was fully explained. Methods of analyzing and classifying arguments were presented in detail. The work of Aristotle was so accurate and so complete that it dominated the thinking of all logicians for twenty centuries. During all these ages the only authoritative source of information concerning the ever-recurring problems of

influencing men was the standard works on logic. These books did not tell how men really think and act, but how they respond to appeals when they respond logically.

Historically speaking, the only method recognized as important in persuading men and in securing normal responses was what might be called the logical method—the method of presenting cogent arguments in a logical way. It has been well to emphasize the logical nature of man. It is well for the individual to attempt to act logically and to conform his thinking to the rules of logic. When, however, we desire to exert the maximum influence over our fellows we cannot be bound down to the requirements of a logical presentation of our appeals. Many men have suspected a force other than that of logically presented arguments. In their failure to grasp this other method they have been led into most absurd errors. In the absence of science, superstition, magic, and even witchcraft have prevailed; and the charlatan has profited by the ignorance of the public.

From the time of the ancients down to comparatively recent times it was more or less definitely taught that profound and striking results on individuals or on groups could be pro-

duced only by means of some superhuman power. The stars were accredited with a dominating influence over individuals. To this day we continue to use expressions which have their interpretation in such superstitions. We "thank our lucky stars"; we rap on wood when we boast; some of us carry a rabbit's foot in the pocket; others almost believe in lucky stones; while many assert that they are "bewitched" when they do some particularly stupid thing. There was no possibility of great advance in the methods of influencing men so long as it was believed that factors in this influence were such things as demons, good or bad spirits, relics, birds' claws, stars, or any other supernormal uncontrollable elements. Superstition retarded the progress of truth.

A nugget of truth is often encased in a mass of error. In the advance of any science a discovered truth may seem to give credibility to many errors. This is particularly true in the case of Dr. Mesmer, of Vienna, who founded the practice named after him as mesmerism. In spite of the mass of errors that permeated his teachings and the charlatanism that characterized his practice, to Dr. Mesmer must be credited the honor of having inaugurated the

movement which resulted in a scientific study of methods of influencing men.

Dr. Mesmer as a youth was taught that the stars exerted an irresistible influence upon men. As a medical student he tried to discover a method for concentrating this influence and of bringing it to bear upon single individuals. He first made use of "passes" with an ordinary magnet, but later discovered that by means of a series of rhythmical passes over the body of a subject he could throw the subject into a trance and cause him to think and to act in extreme and weird ways. Instead of believing that the trance was caused by a demon or by a force emanating from the stars or the moon, Dr. Mesmer came to the conclusion that the results were secured by what he called "animal magnetism." Just as a physical magnet exerts an invisible but powerful influence over particles of iron, so, he thought, one human individual may exert an influence over others. Some individuals are possessed of much animal magnetism, and are known as individuals of commanding influence, of strong personalities, of dominating wills. Also, just as a material magnet may upon contact impart its magnetism to otherwise inert metals, so the magnetic individual may by means

of passes over the body of a weak subject impart influence and magnetize him.

In 1841 a wise Scotch physician by the name of James Braid witnessed the exhibition of a mesmerist. This operator seemed to have wonderful control over his subjects. He caused them to sleep, to see visions, to have desires and aversions. Dr. Braid at first suspected trickery, but soon became convinced that the phenomena were real. He was also convinced that the theory of animal magnetism was not necessary to explain the results. Braid and his followers, Liebeaut and Bernheim, formulated the theory that the results exhibited by the mesmerists were produced by the unrecognized working of the mind of the subject. This unrecognized force of the subject's own mind was called "suggestion." The trance into which subjects were thrown by mesmerists was said by Braid to be but artificial sleep produced, not by the power of the mesmerist, but by the ideas in the mind of the subject. This artificial sleep was by Braid given the name of *Hypnosis*, and was said to be but an instance of the extreme working of suggestion.

Drs. Braid, the Scotchman, and Liebeaut and Bernheim, who were Frenchmen, may in a sense

be said to have discovered Suggestion. They thought of it primarily as a force that could be used for producing unusual, extreme, and even abnormal results on human individuals. It was readily seen, however, that the force which could produce extreme results might certainly be an important factor in producing the usual and normal results. During recent years suggestion has been heralded as the great force in education and religion, in social and political movements, and in the promotion of health and the amelioration of sickness. It has been confidently asserted that the results of the advertiser and of all salesmen are dependent upon the subtle working of suggestion rather than upon the logical presentation of facts to the reason of the customers.

We have been taught by tradition that man is inherently logical, that he weighs evidence, formulates it into a syllogism, and then reaches the conclusion on which he bases his action. The more modern conception of man is that he is a creature who rarely reasons at all. Indeed, one of the greatest students of the human mind assures us that most persons never perform an act of pure reasoning, but that all their acts are the results of imitation, habit, suggestion, or

some related form of thinking which is distinctly below that which could be called reasoning. Our most important acts are performed and our most sacred conceptions are reached by means of the merest suggestion. Great commanders of men are not those who are best skilled in reasoning with their subordinates. The greatest inspirers of men are not those who are most logical in presenting their truths to the multitude. Even our greatest debaters are not those who are most logical in presenting the arguments in favor of their contention.

In moving and in inspiring men, suggestion is to be considered as in every way the equal of logical reasoning, and as such is to be made the subject of consideration for every man who is interested in influencing his fellows. While tradition regarded man as wholly logical, the modern conception, as already intimated, makes him largely a creature of suggestion. Nevertheless the whole subject of suggestion has been rendered ridiculous and its true value obscured by a group of men who with inadequate psychological learning, have been presenting suggestion as the *open sesame* to success in the business world. These teachers would lead the business man to assume that by suggestion an irre-

sistible hypnotic spell could be utilized in business. In some instances correspondence courses in salesmanship pretend, upon the payment of a sum of money, to teach any unsophisticated youth how to wield this mysterious and super-human power.

Because of the surviving influence of the traditional view of man as essentially logical, and because of the recent silly exaggeration of the value of suggestion, the business man is inclined to look upon suggestion with little favor.

The following analysis is an attempt to present suggestion without exaggeration and to analyze it in such a way that the business man can see its possibilities in connection with his special task of influencing men.

I. THE WORKING OF SUGGESTION IS DEPENDENT UPON THE IMPULSIVE, DYNAMIC NATURE OF IDEAS

In trying to imagine how our minds work in making decisions or reaching conclusions, we are inclined to accept the traditional view and to think of ourselves as acting according to the rules of formal logic. We thus assume that we think out the reasons pro and con, that we arrange these reasons in a logical order, that we

weigh the evidence and make our decision. We assume that after the conclusion has been reached or the action decided upon, we then, by a distinct effort of the will, initiate the action. We conceive of ideas as being nothing more than formal, inert reasons and we assume that to secure action we must add to our ideas the activity of the will.

As a matter of fact this conception of ideas is wrong and leads to error when we try either to interpret or to influence human action. The modern scientific conception of psychology is that ideas are the most live things in the universe. They are dynamic and naturally lead to action. This dynamic, impulsive nature of ideas is expressed in the following law:

Every idea of an action will result in that action unless hindered by an impeding idea or physical impediment.

Or as expressed by Hollingworth, "Every idea of a situation tends to produce movements calculated to handle that situation."

It seems quite impossible for us to think intently upon any movement without in some degree making the movement. In some instances we can detect ourselves making the beginning of the movements, but in others we

can not. If I think of the letter "o" I find that in the muscles of my lips there is a tension which becomes merely stronger for the actual pronunciation of the letter. If I think intently upon the letter "k" I find that my tongue tends to draw back into the position necessary for pronouncing the letter. Even where these movements are so slight that they are not observed by the person himself, they may often be recorded by a planchette, ouija-board, or other similar device.

The tendency for an idea of an act to lead to the act is also shown in glandular and involuntary muscle-actions. Thus if I get an idea that I am going to blush, the idea sends the blood rushing to my face. If I think intently of biting into a ripe, juicy peach, the salivary glands respond at once, even though no food has been taken into my mouth. The influence of ideas in the digestion and assimilation of food has recently been fully proven. The idea that one is to be sick is a factor in producing sickness. The idea that one is progressing well and will recover is a factor in bringing about the recovery.

The wise parent and teacher make constant use of the dynamic nature of ideas. The one

who fails to regard this fact gets into trouble. The solicitous parent who upon leaving her children said, "Now, children, whatever you do don't put beans in your noses," should not have been surprised upon her return to find that the children's noses were filled with beans. The idea, "beans in the nose," simply took possession of their minds and the dynamic force of the idea led to the activity. In controlling children parents and teachers learn not to suggest the things which are to be avoided. The impulsive nature of the suggested ideas is too much for the children to resist.

The dynamic nature of mind is further shown by the fact which is expressed in the following general law:

Every idea, concept or conclusion which enters the mind is held as true unless hindered by some contradictory idea.

The inhabitant of southern Europe believes that the Pope is infallible and that Mohammed is the great enemy of mankind. The inhabitant of southwestern Asia believes that Mohammed is the great prophet and that the Pope is an impostor. The inhabitant of Germany believes in the divine right of the ruler. The American believes that the democratic form of govern-

ment is the divinely chosen plan for national government. Millions of men hold these beliefs and would be willing to die for them. In most instances this faith is not the result of reason or any form of critical thinking, but is the result of suggestion. The ideas were merely presented and led to their normal result, which is belief.

Thus the American public have come to believe that manual labor is degrading; that wealth is the only standard measure of achievement; that it is unwomanly for women to consume stimulants or narcotics; that Ivory Soap is 99 44/100 per cent pure; that White Rock is the world's best table water; that "there is a reason" for Postum; that the Gillette adds to the sum total of human happiness. The belief in these statements has become established in the minds of millions, but in most of the instances the belief is the result of suggestion rather than of any higher form of thought. The ideas have merely been frequently presented and their dynamic impulsive nature culminated in belief.

The general and universal tendency is to accept as valid all ideas, and this result follows in every instance unless with the idea there arises an idea of its falsity.

The significance of this fact of the dynamic nature of thought and its application to business must be apparent to all. If we can give a man any sort of an idea it is not necessary to convince him of the truth of the idea if we can keep conflicting ideas from arising in his mind. If I can get you to read the sentence, "Morgan and Wright tires are good tires," you will believe that they are good tires and that too without any further proof, if only contradictory ideas do not surge up into your mind.

When a man is hypnotized and told that the world is to come to an end in thirty minutes, he believes it fully because contradictory ideas do not arise to inhibit the suggested idea of calamity.

A crowd composed of intelligent citizens will accept as truth the most absurd utterances and applaud proposed plans which individually each man might scorn in derision. As individuals we inhibit more actions than we perform. A feeling of responsibility and propriety restrains us individually in a way that is absent when we become absorbed in a crowd. Whatever is done by other members of the crowd secure proper; also, because of the many involved, the feeling of responsibility is removed from each member.

The crowd, being relieved from the restraints of propriety, of responsibility, and of critical thinking, is in a condition to exhibit the dynamic force of ideas in an extreme form. There is an alacrity of response, an immediate carrying out of every suggested action, which is not apparent in the action of single individuals. The individual is wholly absorbed in the crowd purpose and is completely devoted to that purpose, whether it be the lynching of a negro, the adoration of a hero, the winning of the game, or the capture of the Holy Sepulchre. In times of panics the idea gets abroad that property is depreciating in value. This idea is accepted by most persons without proof simply because the attendant conditions keep contradictory ideas from arising in the mind. Hypnosis and the crowd remove the inhibitions and permit the dynamic nature of ideas to manifest itself.

The first characteristic of an act of suggestion, then, is that the ideas carry themselves out into action and into belief by means of an inherent tendency. This tendency we speak of as the "dynamic impulsive nature of ideas." No act should be attributed to suggestion unless it illustrates this impulsive nature of ideas in a more or less striking manner.

II. SUGGESTIONS ARE GIVEN BY EXTERNAL OBJECTS (USUALLY PERSONS) AND RESULT IN ACTS SIMILAR TO IMITATIVE ACTS

Unfortunately the word imitation is applied to two distinct classes of acts. If I come to the conclusion that a particular author is using an excellent style, I may consciously and voluntarily attempt to imitate his style. This sort of imitation is known as voluntary imitation. There is another sort of imitation known as non-voluntary imitation. This is well illustrated by the tendency to imitate a yawn or cough. If one member of a group coughs, others are likely to imitate the act although there is no conscious desire to do so. If I associate with persons having a peculiar intonation of voice I am likely to imitate their peculiarities even though such is not my desire. These are the sort of imitative acts under consideration in this discussion. They are the sort of imitative acts which we do without realizing them and which we certainly never voluntarily perform; hence, they are known as non-voluntary imitative acts.

Throughout the history of the development of the human race, people have lived in groups. Every group has had its common enemy and its

common friends. Unity of action and unity of thought have been essential. Consequently we have developed tendencies to produce such uniformities. The sight of one person performing any act begets in others a tendency to perform the same act. If one person has a belief which he expresses in any way, others are inclined to have the same belief. We are by nature great imitators, and our credulity is greater than we are willing to believe.

Hypnosis, mob-action, and panics are but illustrations of extreme cases of the universal tendency to imitate the acts of others and to believe what we assume they believe. In hypnosis the subject becomes drowsy because of his belief that the hypnotist confidently expects it of him. He is unable to move his hand because of his belief that the hypnotist knows that he can not. He sees a vision because of his belief that the hypnotist expects him to see the vision. It makes no difference what the hypnotist actually thinks, but only what the subject assumes that he thinks. The ideas of the subject are suggested because they result from the words and acts of the hypnotist.

In mob-action, in panics, and in all forms of social stampedes, the force of suggestion be-

comes irresistible. We all imitate the actions that we see in others, and we believe what the others believe. In mob-action of any form the individual receives the same suggestion from each individual composing the mob. The suggestion comes from the words spoken, the gestures made, the emotions expressed. The native imitativeness and credulity of the normal individual is so great that such a wave of suggestion is irresistible.

The efficiency of advertising is doubtless in part due to the action of suggestion and is much like the working of suggestion in mobs. As I read an advertisement of Ivory Soap in a medium of wide circulation I feel that it is being read and believed in by multitudes of people. I feel sure that it is being purchased by thousands of my fellow mortals. The suggestion that the soap is 99 44/100 per cent pure does not seem to come primarily from the concern which makes the statement, but from the thousands of customers who now believe it. The tendency to act as they are supposed to act is also no small factor in causing me to imitate their assumed actions.

All acts resulting from suggestion are similar to these non-voluntary imitative acts. Indeed

all non-voluntary imitation is the working of suggestion. Thus in a store I see a customer making a particular purchase and I receive the suggestion from this act and imitate it. I see a fellow workman increase his pace and although I have not intended to change my speed the chances are that the suggestion will lead to a non-voluntary imitation. If I see others joyous or sad they give me the suggestion of joy or sorrow and I non-voluntarily imitate their moods.

If all our suggestions, in so far as they result in actions, were received from persons we would discard the word suggestion as a useless term and employ only the term non-voluntary imitation. As a matter of fact we receive many suggestions from things as well as persons. As examples of suggestions received from things there might be mentioned such devices as money-envelopes, return coupons, dotted lines for signatures, etc.

In carrying out all suggestions we feel much as we do when we imitate. We feel that we have not been forced, that we are doing just what we wish to do, that it is the only natural and rational thing to do under the circumstances. We deceive ourselves into thinking we

are doing voluntarily that which we are doing from a mere suggestion.

III. SUGGESTION INCLUDES NO COMPARISON OR CRITICISM

Every idea is dynamic and must lead to action or belief, or else it must call up another idea. For instance, if I should state that the square of twenty-six is six hundred and seventy-six, that idea would be believed by you or else would awaken in your mind the idea that I was merely jesting or that I had made a mistake. If I should state that you would now scratch the end of your nose to remove the unpleasant feeling caused by the fly sitting there, you would feel a strong tendency to scratch your nose, or else the idea would cause you to think how foolish it would be to perform the act. In an act that can properly be called suggestion the idea never calls up other ideas, such as "he is jesting" or "how foolish"—but the idea is accepted uncritically and without any deliberation.

When in conversation with certain individuals, we discover that for them our words are powerful suggestions. If we say that the day is fine, they respond that the atmosphere is unusually bracing. If we state that they are

looking pale and weak, they are likely to feel sick at once and possibly send for a physician. If we propose a game of golf, that particular form of activity appeals to them as the only possible pleasing form of recreation. Such individuals would be classed as extremely *suggestible*. There are others for whom our words are not taken as suggestions, but who are stimulated to criticize, no matter what we say. If we remark that the weather is fine, they immediately reply that it is liable to rain before night. If we tell them they are looking sick, they reply that they never felt better in all their lives. If we propose golf, they advance six reasons why it would be absurd for any sensible individual to waste his time at that silly game. Such individuals, because of their complete lack of suggestibility, are unsuited to any form of co-operative endeavor and are out of place in modern industry.

Since suggestion is free from criticism, neither the opposite nor any possible alternative to the thing proposed enters the mind. All normal persons are suggestible under certain conditions and take the suggestions given if these are of the right sort and presented properly.

IV. SUGGESTION SECURES DIRECT RESPONSE WITHOUT ANY DELAY

In deliberation we must delay in order that sufficient time may intervene for possible alternatives to arise in our minds for us to classify them, to compare them, and to make a choice between them. Deliberation thus places the subject in a more or less critical attitude, and unless the argument is conclusive, this attitude is likely to be retained and the proposed action permanently resisted. Delay is essential for weighing arguments, but every moment of delay increases the probability that no action will result. The inherent weakness of deliberation is expressed in the familiar quotation, "He who hesitates is lost."

In suggestion the proposed idea of an act is allowed to take its normal course, which, according to the impulsive nature of ideas, results in immediate action. The proposed act may be of such a nature that it can not be completed till some future time. Even in such instances the act is really begun at once even though it can not be completed till later. For example, if it is suggested to me that I secure a ticket when down town tomorrow, and if without any consideration I consent to do so, my consent is due

to suggestion and the tickets probably will be purchased tomorrow. The consent follows the suggestion immediately and the tickets will be purchased at the appropriate time and that too without any deliberation at the later time of purchase. Of course something might happen in the meantime which would cause me to consider the advisability of the purchase and in such a case it would cease to be an act of suggestion.

ILLUSTRATION OF PRINCIPLES

The four principles revealed by the analysis of suggestion are best understood when applied to an extreme case, i.e., to the condition known as hypnosis. Common charcoal and cut diamonds are each equally good examples of carbon. In the same way the working of suggestion may be illustrated by profound hypnosis or by the effect of such common advertising as "Use Pears' Soap."

In presenting the subject of suggestion to my classes in psychology I am accustomed to demonstrate its most extreme manifestations. Three of the most highly esteemed men students in the class are selected and seated in comfortable chairs in front of the class. Turn-

ing my attention to these three I get them to concentrate their minds upon the hypnotic condition as I depict it. After a few minutes I assert with a voice of assurance that their eyes are getting heavy, are heavy; are closing, are closed! If my remarks have been effectively given the young men find that their eyes do just as I suggest. After securing the successful working of this suggestion upon their eyes, I follow rapidly with other suggestions of increasing difficulty. I assert that their right arms are stiff and can not be moved. They often attempt to show that their arms can be moved but usually their attempts are unsuccessful. I assert that their left arms are light, are rising up and moving in a circle. This suggestion is usually successful. I suggest that the bottle which I hold to their noses contains a delightful perfume. Thereupon they enjoy the odor immensely even though the bottle contains asafetida.

It is evident that the four principles found in the analysis of ordinary suggestion characterize this extreme form of suggestion also.

1. The dynamic nature of thought was shown in that the idea conceived by the young men carried itself out even though it involved appar-

ent absurdity. The idea, "my eyes are closed," made it impossible for these healthy young men to open their eyes.

2. That the suggested ideas are presented by external objects or persons was illustrated by my giving all the suggestions to them.

3. The absence of comparison and criticism was capitably illustrated in that the young men enjoyed the odor because I told them they would, even though the odor of asafetida is excessively nauseous.

4. That suggestion secures direct response without delay was illustrated by the alacrity with which all suggested ideas were held as true and all suggested actions were performed in every detail.

No business man should ever have anything to do with hypnosis. He should realize, however, that hypnosis is simply an extreme example of suggestion. In hypnosis he sees the extreme working of a method of influencing men which is available for him in less extreme forms. The value of the four principles revealed by our analysis of suggestion lies in the fact that they hold universally and hence are applicable to every instance in which suggestion is used as a means of influencing men. Later

chapters* will deal with the very practical problems of (1) when the business man should use suggestion, and (2) how suggestions may be made effective.

*Chapters VI and VIII.

CHAPTER IV
WHAT IS YOUR METHOD OF DECID-
ING QUESTIONS AND REACHING
CONCLUSIONS?

OUTLINE

Do People Deliberate or Do They Act Upon Sug-
gestion in Reaching a Conclusion?

Methods of Reaching a Decision:

- I. Logical Reasoning: Benjamin Franklin's Method
- II. Reason—Authority: Bismarck's Method
- III. Reason—Emotion: Woman's Method
- IV. Reason—Suggestion: Flipped-Coin Method
- V. Suggestion: Weather Vane

Which of These Methods are Used Frequently and
Which but Occasionally?

CHAPTER IV
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CONCLUSIONS?

DO PEOPLE DELIBERATE OR DO THEY ACT
UPON SUGGESTION IN REACHING A CONCLU-
SION?

In dealing with men we try to get them to accept certain conclusions, to select certain ends, or to act in particular ways. These results may be secured either by deliberation or by suggestion. The recognition of this fact immediately leads us to ask the following question, If conclusions may be reached, ends chosen, and acts performed, as the result either of deliberation or of suggestion, then as a matter of fact how do people decide—do they deliberate or do they act upon suggestion?

In the previous chapters we discussed typical acts of deliberation and typical acts of suggestion. As a matter of fact are these typical forms the usual forms of deciding? Are there some persons who habitually use the first of these methods and some the second? Or is it true

that certain types of decisions are made by deliberation and others by suggestion? The answers to these questions lead to a study of the different methods which are actually employed in solving problems which arise from moment to moment and from year to year.

METHODS OF REACHING A DECISION:

I. LOGICAL REASONING: BENJAMIN FRANKLIN'S METHOD

There is a method of deciding which corresponds perfectly to what was presented in the last chapter as a typical act of deliberation. We shall speak of it here as the Benjamin Franklin type. If you belong to this type and have a problem to solve (e.g., change in method of work, change of position, goods to be purchased, etc.), you solve it (1) by getting a clear idea of the alternatives; (2) by getting in mind complete data concerning the means necessary for securing the alternative; (3) by awakening the appropriate "feeling value" with each alternative; (4) by comparing the different alternatives, and by reducing the argument to the syllogistic form to weigh the evidence; and (5) by logically and coldly accepting that al-

ternative which the comparison shows to be the most worthy.

In applying this method we are often unable to reach a conclusion because of our inability to reduce the argument to syllogistic form, and hence to make exact comparisons and decide which course of action is to be preferred. Benjamin Franklin used this method extensively and he has left us a description of the device he employed to reach the conclusion. The following is a quotation from a letter to a friend concerning a difficult problem:

"In the affair of so much importance to you, wherein you ask my advice, I can not, for want of sufficient premises, counsel you *what* to determine; but, if you please, I will tell you *how*. When those difficult cases occur, they are difficult chiefly because, while we have them under consideration, all the reasons *pro* and *con* are not present to the mind at the same time; but sometimes one set present themselves, and at other times another, the first being out of sight. Hence the various purposes or inclinations that alternately prevail, and the uncertainty that perplexes us.

"To get over this, my way is to divide half a sheet of paper by a line into two columns; writ-

ing over the one *pro* and over the other *con*; then, during three or four days' consideration, I put down, under the different heads, short hints of the different motives that at different times occur to me *for* or *against* the measure. When I have thus got them all together in one view, I endeavor to estimate their respective weights; and when I find two (one on each side) that seem equal, I strike them both out. If I find a reason *pro* equal to *two* reasons *con*, I strike out the *three*. If I judge some two reasons *con* equal to *three* reasons *pro*, I strike out the *five*; and thus proceeding, I find where the balance lies; and if, after a day or two of further consideration, nothing new that is of importance occurs on either side I come to a determination accordingly. And though the weight of reason can not be taken with the precision of algebraic quantities, yet when each is thus considered separately and comparatively, and the whole lies before me, I think I can judge better and am less liable to take a false step. And in fact I have found great advantage from this kind of equation, in what may be termed *moral* or *prudential algebra*."

This reasoning is in the form of an implied syllogism, i.e., I must accept this because my

moral algebra shows it to be the more valuable. The expanded syllogistic form is as follows:

I shall accept that alternative that my moral algebra shows to have the greatest value.
My moral algebra indicates that *A* has the greater value.

Therefore I accept *A*.

This method of Benjamin Franklin's is applicable to hesitation caused by considering the consequences of acting or of not acting, as well as to hesitation caused by weighing the respective advantages of several mutually exclusive actions. Although very few persons have ever employed the method in its entirety, as did Franklin, yet we all approximate the method in our deliberate actions. Most of us never clearly define the different reasons for or against any action and we do not hold the different reasons before us and compare them in a judicious manner. Ordinarily one reason for or against an action holds the attention and all other reasons are crowded out and serve to delay action but not to divert it. We are wise and judicious in proportion to our ability to compare motives and decide according to reason, but most of us are neither wise nor judicious.

Doubtless you do not use this Benjamin Franklin method in the exact and formal manner described by him. When you do use the method, you attempt to abbreviate it by referring the case to a general class and to one of the classes to which you have formed the habit of responding unhesitatingly. If you are considering the proposition of changing your method or speed of work, and if you classify the act as one of "increased pay," you will decide in the affirmative; in the negative, if you classify it as merely "an attempt of the boss to speed up his employees." If you are considering the offer to enter the employ of a larger firm you will accept it if you finally classify the proposed change as "greater possibilities"; you will reject it if you classify it as "loss of independence." The salesman will sell you the goods if he can get you to classify them as "good investments"; he will fail if you classify them as "speculations."

In deciding according to this Benjamin Franklin method, whether the process is carried on slowly and formally as advised by Franklin or whether it is shortened by referring it to a class with its stereotyped form of response, there is in either case (1) a deliberation involving comparison, and (2) a decision free from

effort as soon as the evidence is all in and the case definitely classified.

METHODS OF REACHING A DECISION:

II. REASON — AUTHORITY: BISMARCK'S METHOD

There is a second method of deciding which is much like logical reasoning but differs from it in one very essential feature. In this second method after the evidence is all in there seems to be no balance in favor of either alternative, so the question is decided after the deliberation has been exhausted. The decision is finally made by an effort of will.

The struggle may be severe, but in any case the deliberation is brought to a close and the question settled by a determined "I will!" The reason alone seems inadequate to meet the case, so the authority of the individual is needed to supplant the reason. This type is therefore properly called the reason-authority type of decision, or the Bismarck type, if named after the one who is reputed to have surpassed others in deciding in this way.

In deciding according to the Franklin method the vanquished alternative drops out of mind

and is not attended to at the crucial moment of decision. In the Bismarck method both alternatives are kept in mind and by an act of will the one is vanquished and the other selected. In making the choice the subject is aware of what he is losing and so must struggle to give it up.

If you decide problems according to the Bismarck method then at the moment of decision you will have in mind both the profits to be gained by a change of method of work and also the sacrifice of ease necessary to make the change. The evidence is not clear as to what is the right course to pursue and only by a determined "I will!" can you settle it. If you settle the same question by the Franklin method, then at the moment of decision one alternative has already been eliminated and the victorious one holds your undivided attention. In the Bismarck decision one alternative never succeeds in securing exclusive attention.

If the salesman has been unable to banish competing lines from your mind so that with other goods as well as his in mind you are compelled to make the effort to decide which you will choose, you decide according to the method of Bismarck. If he has succeeded in banishing all competing lines from your mind and has

enabled you to make your decision without effort, then he has enabled you to decide according to the method of Franklin. As a matter of fact most persons rarely use the Bismarck type of deciding. We usually think of the person with a strong will as making frequent use of the Bismarck method. However, the man who is able to utilize the Franklin method is to be credited with an equally strong will. The man deciding according to Franklin's method shows his strength of will by his mastery in weighing evidence and classifying the cases that arise for solution. The man deciding according to the Bismarck method shows his strength of will by deciding without delay. Franklin's method is in general the more desirable form of strength of will but in a crisis Bismarck's type of strength of will is necessary for heroic action.

METHODS OF REACHING A DECISION:

III. REASON—EMOTION: WOMAN'S METHOD

The woman's method of decision differs materially from the two preceding types. In this third type insufficient time is given to the deliberation, or difficulty is found in classifying the problem. The deliberation is interrupted

by a sudden extreme feeling of value attaching itself to one or the other of the contemplated alternatives. The feelings rush in and take the place of reason. In deciding by the woman's method we are scarcely able to see how we reached our conclusion and we often speak of such decisions as being intuitive. We simply feel that we should decide in a certain way and fortunately the feelings are frequently right. Women are supposed to decide in this way more often than men. They are supposed to have more perfectly developed instincts or intuitions. Their sentiment vanquishes attempts to utilize sophisticated reasoning and the outcome is frequently wise and in every way as worthy of respect as are the results of more complete forms of deliberation.

A single illustration will make clear this method of deciding. If you are contemplating a change in method or speed of work, and are considering the alternatives, you decide according to the woman's method if a sudden rush of feeling or rise of sentiment towards one of the alternatives cuts short your deliberation and settles it for you even though the evidence is not yet all in and though the "I will!" has not been resorted to.

This method is not at all confined to women but is a very common method of deciding any question in which feelings and emotions are prominent.

METHODS OF REACHING A DECISION:

IV. REASON—SUGGESTION: FLIPPED-COIN METHOD

The flipped-coin method of deciding is like the woman's method in that in each the deliberation is suddenly cut short and a definite conclusion reached. The flipped-coin method differs from the woman's method, however, in that the factor which brings the deliberation to an end in the woman's method is an internal stimulus—a surging up of feeling; the factor which stops the deliberation in the flipped-coin method is an external stimulus accidentally arising at the critical moment.

If I am debating whether I shall continue my work or go to the ball game, I may feel that either course is not far wrong and yet I may be unable to decide which to pursue. In such a dilemma I sometimes flip a coin and let the chance falling of the coin settle the matter for me. This device for settling problems is typical

and is intended to symbolize numerous decisions in which we permit some external happening to take the place of further deliberation. When our attempts to deliberate have been futile we sometimes "wait for the question to settle itself." This may mean that we abandon all hope of settling the question; it may mean that we are waiting for further evidence; but it frequently means that we have merely ceased to deliberate and are waiting for a successful suggestion.

If you are debating as to whether you shall change your place of employment, and if you are having difficulty to decide, you may suddenly stop your deliberation and imitate the action of a fellow employee who has succeeded in solving the same problem for himself. The fact that you had attempted to decide the problem by deliberation and had failed puts you in a position where a chance suggestion acts most powerfully. Reason thus gives way to suggestion, whether the suggestion be given by such a device as flipping the coin, the example of a companion, or by some more worthy external cue to action.

This flipped-coin method is frequently employed in purchasing goods. If you are deliber-

ating concerning the purchase of a fountain pen and the relative merits of the different makes have not enabled you to decide according to logical processes as to which one to purchase, the sight of an advertisement of one of the makes may settle the question for you. If you are passing a stationer's store and see one of the makes in the window, the sight of the pen may be a sufficient suggestion to end the deliberation and to secure the purchase of the pen.

The genial companion, the hail-fellow-well-met, uses this method of decision very extensively. Most of the things we do are not done for sufficient logical reasons. The man who refuses to give heed to the suggestions of his fellows and to determine his actions accordingly is not a pleasant person to be with. Where logical reasons are adequate they should be followed. An attempt to consider, to deliberate, should be as universal as possible. But since most questions do not admit of logical determination, much opportunity is left for suggestion as supplementary to reason. This form of determination is perhaps more common in the business world than any of the types previously discussed. We start to reason but end with suggestion.

METHODS OF REACHING A DECISION:

V. SUGGESTION: WEATHER VANE

The method of deciding which involves no deliberation whatever is called suggestion. The thing is accepted at once and acted upon without any hesitation and hence without any possibility or tendency to deliberate.

If I propose to you that you change your method of work—either as to quality or quantity—and if you accept the proposed change without weighing the merits of the case and without considering the rejection of the proposal, then you decide in a way that is properly designated as the working of suggestion. If I propose that you “quit slaving for your old boss” and “get into the band wagon and join forces with me,” your acceptance is the result of suggestion unless you consider the advantages of remaining in your former position and consider also the disadvantages of entering my employ. If I offer you my line of merchandise in such a way that my method of offering it or my “personal magnetism” are sufficient to cause you to buy without consideration, you then act upon suggestion. If the assertion in my advertisement, “Morgan and Wright tires are good

tires,” unsupported by any form of argumentation, should convince you that my tires are good tires, then your conclusion would be wholly due to my suggestion.

WHICH OF THESE METHODS ARE USED FREQUENTLY AND WHICH BUT OCCASIONALLY?

When we study the classifications of methods of deciding we see that the various classes differ first as to the prominence of deliberation, and second as to the manner in which the deliberation is completed or avoided. In Franklin's method the deliberation is fully developed; with each succeeding class this deliberation grows less till in the last class it is wholly absent. In the Benjamin Franklin method the deliberation is brought to an end by balancing the books; in the Bismarck method by a tug of the will; in the woman's method by a sudden awakening of the feelings and emotions; in the flipped-coin method by a chance suggestion; and in the weather-vane method deliberation is avoided altogether because of the extreme working of the suggested conclusion, end, or activity.

Every question you decide is settled according to one of the methods here considered. It becomes a matter of interest and importance to

know which of these methods are used frequently and which ones but occasionally.

Formerly it was supposed that man was primarily a reasoning creature and that he decided practically all questions according to either the Franklin or the Bismarck method. Suggestion was relegated to abnormal psychology and supposed to be characteristic of children and hysterical adults. A more careful study of the methods used in every-day experiences has brought out the fact that Franklin's method and the Bismarck method are not common methods in the usual experiences of life in the home, on the street, or in the business and industrial world. More common than either of these two are the methods of deciding in which deliberation is curtailed by some other shorter and simpler method of reaching a conclusion.

A study of the methods which we all use in deciding leads inevitably to the conclusion that some problems are solved one way and some another. There is perhaps no normal adult who does not employ at least occasionally each of the methods described above. Under certain conditions we use one method and under different conditions we use others. We vary from day to day and from moment to moment in our suscep-

tibility to argumentation and to suggestion. In deciding certain classes of questions we do not feel satisfied till we have deliberated; in other instances we feel no such need for deliberation but respond with alacrity to appropriate suggestions; persons and classes of society differ also in the extent to which they use the different methods of deciding questions.

CHAPTER V

WHEN TO USE ARGUMENTS IN INFLUENCING MEN

OUTLINE

Both Argument and Suggestion are Effective in
Influencing Men

- I. Argument Preferred in Exploiting Any New
Thing: Educational Campaign
- II. Argument Preferred in Securing Relatively
Important Acts
- III. Argument Preferred in Exploiting Anything
Having Unusual Talking Points
- IV. Argument Preferred when It is the Exclusive
Form of Persuasion
- V. Argument is Necessary in Influencing Pro-
fessional Buyers
- VI. Argument Sometimes an Effective Form of
Flattery
- VII. Hollingworth's List of Conditions that De-
mand Argumentation
- VIII. "System's" List of Conditions that Demand
Argumentation

CHAPTER V

WHEN TO USE ARGUMENTS IN INFLUENCING MEN

BOTH ARGUMENT AND SUGGESTION ARE EFFECTIVE IN INFLUENCING MEN

The four preceding chapters have made it evident that both argument and suggestion are to be used in influencing men. Under some conditions men can not be influenced except by arguments; under other conditions arguments are less potent than suggestions. Some men are especially susceptible to one of the forms; certain classes of decisions may be secured by one of the methods of deciding more readily than by another. Furthermore some men are naturally experts in presenting arguments while others are most successful when avoiding arguments and depending upon suggestions.

With our present incomplete knowledge of business psychology it is impossible to define all the conditions under which the business man should make use of argument or suggestion. However, enough has been ascertained to provide the business man with a fairly satisfactory chart for his guidance.

In the following discussion special attention will be given to advertising because our psychological knowledge of that branch of business is well advanced, because advertising is a good typical form of business, and because it has a definiteness and concreteness about it that makes it good as an illustration. Each business man should be able to make the applications to his own business, for men are largely the same in all forms of business and industry.

I. ARGUMENT PREFERRED IN EXPLOITING ANY NEW THING: EDUCATIONAL CAMPAIGN

That argument is needed in exploiting new goods is a statement that holds true of all merchandise whether a new class of goods or merely a new brand of an old class.

I secured a phonograph and records for the language phone method of teaching a foreign language because of argument. Until I had considered these arguments the suggestion that I should secure the equipment would have had no effect upon me. In selling similar novel devices some sort of a protracted educational campaign is ordinarily a prerequisite. The

typewriter which I purchased was a make new to me and I would not have been influenced by suggestion to make such a purchase, but I did yield to what seemed to me at the time sufficient reason for my action.

In exploiting a new brand or a new make of a well-known article, the arguments should be devoted to presenting the new features even when the article as a whole may best be sold by suggestion. Thus when a new type of piano-player is put on the market, if it is one that increases the orchestral effect of the piano, this fact should be presented in the form of an argument for the purchase of this particular player. The public should be persuaded by arguments to select this particular make, if they purchase at all, and then the suggestions to purchase may be effective in securing immediate action.

II. ARGUMENT PREFERRED IN SECURING RELATIVELY IMPORTANT ACTS

Argumentation is the only effective method of inducing men to perform important acts. I would spend a nickel upon the merest suggestion that I should do so. I would not spend a

thousand dollars upon suggestion but only as the result of deliberation following the presentation of arguments. In inducing people to spend money, arguments are essential if the amount of the purchase is any appreciable proportion of their total capital. In inducing people to purchase, the power of suggestion decreases directly with the increase of the proportion of the cost of the article to their total wealth. The working of suggestion is then not dependent directly upon the size of the purchase but upon the proportion of the cost to the total wealth. It may mean as much for me to purchase a current magazine as for a capitalist to purchase a block of new stock. In such an instance suggestion might be equally effective in inducing me to purchase the magazine and the capitalist to purchase an interest in a seasoned stock.

Whether in the field of commerce or of industry, arguments are necessary in persuading men to change their customs and habits. The introduction of the piece-rate system into a community accustomed to fixed wages demands arguments. To induce men to enter unknown fields of activity demands an educational campaign based on arguments.

III. ARGUMENT PREFERRED IN EXPLOITING ANYTHING HAVING UNUSUAL TALKING POINTS

Occasionally staples or specialties which have altogether unusual talking points are placed on the market. In some instances the price is actually lower than that of competing goods. Thus some of the newer brands of sewing machines which sell for \$40 are fully equal to some of the older machines that are sold for \$60. Some of the newer makes of automobiles are fully equal to the older makes which sell for several hundred dollars more per car.

Goods are sometimes placed on the market which are clearly superior to all competing goods and yet cost no more or but little more. When the Domino lump sugar was first advertised it was cleaner, more convenient, and more attractive than any other sugar on the market. The Domino Crystal Salt was at one time the only salt on the market which did not cake and which ran freely from the container. The Gillette safety razor had very decided points of superiority over any of its original competitors.

When goods have such talking points on price or quality as those here cited they should be used as the basis for arguments for the pur-

chase of the goods. These particular strong points should be emphasized and so presented to the possible customers that they would be influenced to compare these goods with the competing lines. The customers should be led to use logical reasoning, for if they do the result of their deliberation will be a definite balancing of accounts in favor of the goods with the unusual arguments. What is said of selling goods may be said of all attempts to influence men. If there are altogether unusual and convincing arguments available they should be utilized as far as possible. If an attempt is being made to induce workmen to change from fixed salaries to the piece-rate system and also to increase their output very materially, the men should be shown by clear and convincing arguments that their wages would be permanently increased by the proposed change.

IV. ARGUMENT PREFERRED WHEN IT IS THE EXCLUSIVE FORM OF PERSUASION

Possible customers are subjected ordinarily to more influences than that of advertising. They see others purchasing the goods or hear of their friends purchasing them, and are thus

subjected to the influence of imitation. The salesman attempts to sell them the advertised goods and so brings his personal influence to bear upon them. They inspect the goods and so supplement the words of the advertisements with observation. They may have had other and favorable experiences with the goods or the house and so in one way or another they are predisposed to do that which the advertising attempts to induce them to do. With customers thus predisposed to purchase, suggestion may be sufficient, but where some influence other than advertising is not exerted and where the customers are not predisposed to make the purchase, there is need of "reason-why" copy, of "data-built" copy. Facts, data, reasons, must be presented in sufficient abundance to enable the uninterested possible customer to overcome his indifference and to see *why* it is to his interest to purchase the goods.

Occasionally advertising is the exclusive selling plan. This is frequently the exclusive method employed by mail-order houses. In such instances it is wise to present arguments pretty fully so that the readers may have adequate data for accepting or rejecting the goods. The advertisement may well be of the sort

spoken of as "reason-why copy," "data-built copy," etc.

V. ARGUMENT IS NECESSARY IN INFLUENCING PROFESSIONAL BUYERS

In selling to professional buyers mere suggestion is not sufficient. Suggestion has its place here but there is absolute necessity for "reasons why." The merchandise must be shown to meet the demands of the consumers of such goods. The professional buyer habitually analyzes and compares, at least more than ordinary purchasers. The goods offered do not stand out in his mind as unrelated things but they are seen in relation to other goods of the same class. The professional buyer does not purchase merchandise because it is *good* but because it is *better*. In order that he may be assisted to formulate this judgment of better the merchant must furnish him with adequate data.

What has been said of methods of selling to professional buyers may be applied directly to methods of selling technical equipment and all goods that are sold strictly according to specifications.

VI. ARGUMENT SOMETIMES AN EFFECTIVE FORM OF FLATTERY

Argumentation is often advisable because people like to assume that they are following their reason. The arguments in favor of an automobile may not be comprehended and yet after reading the arguments the reader may decide to purchase the particular make because he assumes that the arguments would convince him if he could understand them. In advertisements of Grape Nuts the statement, "There's a reason," has weight even though the reader has no idea as to what the reason is to which reference seems to be made. We often demand that appeals should be made to the reason and until such an appeal has been made we are unwilling to decide. We are flattered by attempts to convince us with reasons and so the "reason-why" copy is more successful in advertising than one might anticipate even in instances where decisions are not the result of deliberation. The mere presence of arguments may often allay suspicion, though not an argument is read. Even where the arguments are read, their significance may not be appreciated in the least and yet the reader may be so flattered by the presence of the arguments that

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they are as effective in securing a decision as they would be if the arguments were fully understood.

VII. HOLLINGWORTH'S LIST OF CONDITIONS THAT DEMAND ARGUMENTATION

"Argument is especially fitted, by its nature and by the way it is reacted to, for articles which are in themselves, or from the use to which they are put, impersonal, utilitarian, instrumental; and for articles which are intended not so much to fill present needs only, but also to create new needs or desires—such articles as books, plows, buttons, hammers, trucks, etc.—in general, to those things which partake of the nature of a tool."

VIII. "SYSTEM'S" LIST OF CONDITIONS THAT DEMAND ARGUMENTATION

System's Magazine for September, 1912, in "How to Advertise to Men," attempts to classify the conditions in advertising that demand dependence upon an argumentative form of copy. The conclusion is reached that the copy should be argumentative whenever the "ad-

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vertisements needed to induce an unintended expenditure of money, or needed to bring about a radical change in a man's usual way of buying, or an innovation in his habits—as buying from a dealer not usually patronized by him, buying by mail instead of from a dealer, having an article made to order instead of buying ready-made, or *vice versa*, or hunting for a store that can supply the article."

CHAPTER VI

WHEN TO USE SUGGESTIONS IN INFLUENCING MEN

OUTLINE

- I. Suggestion Preferred when Inadequate Time is
Given for Arguments
- II. Suggestion Preferred in Securing Action Fol-
lowing Conviction
- III. Suggestion Preferred as a Supplementary Method
of Convincing
- IV. Suggestion Preferred in Dealing with the Gen-
eral Public
- V. Suggestion Preferred for Securing Immediate
Action
- VI. Hollingworth's List of Conditions in Selling
Goods that Demand Suggestion
- VII. Argument or Suggestion: Résumé

CHAPTER VI

WHEN TO USE SUGGESTIONS IN INFLUENCING MEN

I. SUGGESTION PREFERRED WHEN INADE- QUATE TIME IS GIVEN FOR ARGUMENTS

An argument can not be presented in as brief a form as a suggestion. If people would stop to read the arguments appearing in advertisements, then doubtless all advertisers would make extensive appeals to the reason. By careful investigation it has been determined that but few people spend much time in reading advertisements. It has been estimated that the average reader does not spend more than ten minutes in reading the advertisements appearing in a single issue of a monthly magazine, a daily or a weekly paper. That is to say, the reader of a magazine glances through one hundred pages of advertisements in less than ten minutes. Advertisements in daily papers are read equally fast. A common practice is to turn over all the pages, to glance at all the advertisements, excepting the smallest ones, but to read few or none of them. For this great class of potential buyers arguments are usually lost.

If a single suggestion is given by means of a picture or of display type, the advertisement may be effective with thousands of persons who would not take the time or the trouble to read the arguments.

The question concerning the relative merits of arguments and suggestions in advertisements is not whether people are affected more by the reading of arguments than by the reading of the suggestions. The question is whether the argument or the suggestion is the more effective method of appealing to the average man who reads all sorts of publications, who rides on street cars and passes by the bill-boards. The probable answer is that most people are affected more by suggestions in advertisements than by argumentations simply because they will not take time to read the arguments to the same extent that they do take time to read the suggestions. The long argument is read by a few and these few are much impressed; the short argument is read by many and they are all a little affected. Other things being equal, the *number* of persons who will read an advertisement decreases directly as the size of the copy increases. The *effect* produced by the reading of the advertisement increases directly

with the size of the copy and the time consumed in reading it.

II. SUGGESTION PREFERRED IN SECURING ACTION FOLLOWING CONVICTION

In advertising goods thoroughly known, argument is often superfluous and mere suggestion is adequate. Most magazine readers are convinced that Ivory Soap is a good soap. All that is left for the manufacturer to do is to give the suggestion which will lead to the purchase. If it is deemed wise to convince the public that the familiar goods possess a particularly desirable quality this may often be accomplished by suggestion instead of by argumentation, provided the goods are already well established in the confidence of the people. A familiar example is that of the attempt to convince the public that Ivory Soap is particularly pure and delicate. This suggestion of purity and delicacy is given by means of artistic pictures showing cultivated people using the soap and using it for delicate work. The suggestion is also given by means of the repetition of the phrase, 99 44/100 per cent pure. General readers are affected by this suggestion, and

have come to the conclusion that Ivory Soap is particularly pure even though they are quite unable to cite a single reason for such a conclusion.

In our task of persuading men, perhaps in most instances, we attempt to get them to do what they already know they should do. The superintendent does not have to convince his men that they should render better service. The function of the superintendent is rather to get men to do what they already know they should do and what in fact they themselves desire to do. The right suggestion helps the men and encourages them to do what without suggestion is impossible for them. The suggestion to the desired action needs to be frequently repeated that it may be constantly in mind. This repeating of the same suggestion over and over again has a cumulative effect which is greater than could be secured by lengthy or by diverse arguments.

III. SUGGESTION PREFERRED AS A SUPPLEMENTARY METHOD OF CONVINCING

Much advertising is intended not to sell goods but to supplement other selling methods.

This is true not only of street car and poster advertising but also of much advertising waged in magazines and newspapers. The supplementary nature of advertising is particularly apparent in advertising such things as automobiles, typewriters, dictographs and in all forms of insurance and financial advertising. The function of the advertisement in such instances is to get the potential purchaser in a favorable attitude toward the commodity and then the consummation of the sale is left to the salesman, booklet, or catalogue, or to some other person or selling device. This supplementary advertising may sometimes use arguments, but its chief dependence is upon some form of suggestion.

Street-car and out-door advertising is in the main only supplementary and hence suggestion is extensively used, while logical arguments play a less important part. In advertising goods which are to be purchased at a later time and only after inspection, it is not necessary to convince the customer by reasons presented in the advertisement but to suggest some single fact which may be sufficiently compelling to cause him to inspect the goods. In this way the supplementary advertising greatly simplifies the

task of the clerk, the drummer, or the selling plan whatever it be.

In persuading men, logical reasoning is practically never to be used alone. After the arguments have been presented skilful suggestions should be used as a supplement. This supplement often changes threatened defeat into success. The skilful pleader before a jury, the wise politician, and the successful superintendent of men, all alike are compelled to resort to suggestion to supplement their arguments in their attempts to influence men.

IV. SUGGESTION PREFERRED IN DEALING WITH THE GENERAL PUBLIC

If we should divide all customers into the two classes, professional buyers and the general public, then in appealing to this latter class special attention should be given to suggestion. In an advertisement containing both a good suggestion and a good argument, the suggestion is read often and the argument rarely. From infancy we have been accustomed to respond to suggestions so frequently that we follow this habit in purchasing merchandise even though we ought to make such purchases

only after due deliberation. Deliberation is a process of thought which is very elaborate and very exhausting. The general purchaser—the housewife—does not ordinarily rise to such an undertaking but contents herself with a process very closely approximating the working of pure suggestion. Even though she begins to deliberate, the process is likely to be cut short by the effect of a clever suggestion. A suggestive picture means more to her than any possible massing of facts and figures. Such a suggestive phrase as "Spotless Town" when associated in her mind with Sapolio becomes more effective in selling her a washing compound than any statement concerning its chemical purity. The suggestive force of imitation is with her so powerful that she follows the actions of others with more confidence than the findings of her own deliberations.

V. SUGGESTION PREFERRED FOR SECURING IMMEDIATE ACTION

President Hadley of Yale some time since delivered an address in the Auditorium at Chicago. At the time he was suffering from a very severe cold. In the midst of his remarks he

stopped, remarked that he was a victim of a cold and cleared his throat. Immediately not less than a hundred persons in the audience began to clear their throats and to cough till it was difficult to hear him speak for some minutes. Not long ago I was in a company where a man in a conspicuous position yawned. Immediately a score of persons were affected by the suggestion and unconsciously imitated his action. The peculiarity of suggested action is that the action follows at once upon the giving of the suggestion. The result of presenting arguments is deliberation with its attendant hesitation.

Where any sort of an educational campaign is to be waged preceding the desired action, arguments are desirable. When immediate action is sought and no attempt is being made to educate, suggestion is preferred. In creating sentiment in favor of a magazine, data must be presented concerning the virtues of the magazine. When the magazine is out and on the newsstands and the purpose of the advertisement is to secure immediate purchase, then suggestion is superior to argument. The greatest suggestion in securing immediate sales of a magazine by means of advertising is re-

puted to have been the advertising done by the Delineator when they forced us to purchase by the use of suggestion, "Just get the Delineator!"

VI. HOLLINGWORTH'S LIST OF CONDITIONS IN SELLING GOODS THAT DEMAND SUGGESTION

Hollingworth's classification is not so much the conditions in selling goods that demand suggestion, as it is a classification of the kinds of goods that may be sold advantageously by suggestion. According to the classification which he recently proposed, suggestion is well adapted:

"1. For all *personal* articles, the use of which is *intimate* and *private*, as toilet articles, gifts, stationery, etc.

"2. For articles of *luxury*, *display* and *adornment*, as jewelry, fancy dress goods, feathers and plumes, flowers, etc.

"3. For articles enjoyed *in themselves* or *for their own sake*, rather than for remote service which they may render, as drinks, musical instruments, sweetmeats, toys, etc.

"4. For articles calculated to promote the *bodily safety* of the individual or of those de-

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pendent on him, as disinfectants, safety devices, insurance, weapons of defense, etc.

"5. For *all food products*.

"6. For all clothing which tends to be ornamental rather than utilitarian in character, as ties, collars, laces, canes, etc."

VII. ARGUMENT OR SUGGESTION: RÉSUMÉ

To influence men effectively is no simple task. Some men seem naturally gifted with this power and are able to accomplish as much intuitively as are other men after much study devoted to the subject. The men with such talents as well as those less generously endowed may increase their skill in influencing men by proceeding scientifically at their task. The two methods available for influencing men are those of argument and suggestion. Which general type to employ is a problem that can not be easily solved. In attempting to secure light upon the subject and to choose wisely between argument and suggestion, the business man can not safely follow the advice of his chance counselor nor may he follow precedents, for there is no uniformity among counselors nor among successful precedents.

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If the business man is an advertiser and is considering methods of influencing the public, he can decide wisely only after a careful analysis of the problem confronting him, both because of the nature of his goods and because of the nature of the responses that may be secured from his possible customers. If his goods are new, an educational campaign must be waged in which logical arguments have a prominent place. If his goods have unusual talking points, these should be presented. If he depends upon advertising exclusively, he must then supply his customers with adequate data for purchasing the goods. If he is selling mainly to professional buyers, arguments are essential. If his possible customers may be induced to glance at his advertisement but may not be induced to read arguments, then arguments should in the main be eliminated and suggestions made effective. If his goods are thoroughly known to the customers, a mere suggestion may be more effective than any possible argument. If the advertisements are depended upon not to sell the goods but merely to familiarize the public with the goods or to make them favorably disposed towards the goods, then suggestion is all the case demands. The

general public responds more readily to suggestions than to arguments; hence in dealing with this large group it is usually wise to construct the copy according to this habitual method of response of the general public. Immediate action is more often secured by suggestion than by argument.

Whatever the end sought through persuasion, the problem is similar to that of selling goods by means of printed forms of advertising and the solution of the problem is equally complex and equally important in every line of business.

After the business man has analyzed methods of persuading men and after he has decided to employ either argument or suggestion, then a further problem awaits him—How shall he construct his arguments or his suggestions so they will secure the maximum results? The next two chapters will deal with these practical problems.

CHAPTER VII MAKING ARGUMENTS EFFECTIVE

OUTLINE

- The Requisites of Completed Deliberation
- I. Creating an Adequate Idea of What is Offered
- II. The HOW Supplements the WHY in an Argument
- III. The Place of Feeling and Sentiment in an Argument
- IV. Weighing the Evidence
- V. Concluding the Argument

CHAPTER VII

MAKING ARGUMENTS EFFECTIVE

THE REQUISITES OF COMPLETED DELIBERATION

As shown in Chapter II, "An Analysis of Deliberation," we present arguments in order that we may make people deliberate. That their deliberation may be complete they must do five things:

1. They must have an adequate idea of the thing which we are attempting to persuade them to choose or to do.
2. They must have a clear idea of just what they must do to choose the thing proposed.
3. They must be led to attach value to our offer.
4. They must consciously weigh the evidence which we have presented in comparison with reasons for selecting other things or for not acting at all.
5. And finally they must be led to make a more or less logical deduction resulting in conviction and the performance of the act which we are advocating.

The strength of an argument can not be

judged by its phraseology but depends exclusively upon the success it has in causing persons to perform these five essential steps in a typical act of deliberation.

I. CREATING AN ADEQUATE IDEA OF WHAT IS OFFERED

An argument must give data concerning the thing proposed. The skill is not so much in giving much data as in giving the most effective data. The real essential nature of most things does not consist in the material substances which compose them but in the relationships and functions which they sustain. Water is not adequately described by stating that it is composed of two parts of hydrogen to one of oxygen. The important thing about water is the uses which may be made of it. No one is able to give an exhaustive description of anything. The relationships which even a simple thing sustains are innumerable. A bar of soap may be completely described so far as its chemical constituents are concerned but no exploiter of soap has been able to tell us all that might be said about his soap. There is no end to the possible uses, the possible methods of securing it, the possible

savings and delights which may be secured from it.

In presenting an argument in favor of any proposition it is not necessary to present much data but only such data as is essential to the purpose in hand. The question then naturally arises as to what data should be presented and what omitted. This question can not be answered merely by a study of the thing offered for sale, or of the act desired, but rather by a study of the persons who are to be affected by the argument.

Professor Harlow Gale attempted to discover the most essential data for selling soap. Under the conditions of his experiment he found these six reasons for buying soap to be ranked as follows, the most important being given first:

1. Purity by government test
2. Old firm
3. Home industry
4. Attractiveness
5. Special sale
6. Souvenir prize

In "Advertising and Selling" for February, 1913, W. A. Shryer presents the following

classifications which he regards as important in selling various classes of merchandise:

The dominant primary appeals: (1) pride, (2) acquisitiveness, (3) health, (4) utility. The secondary or subsidiary appeals: (1) cleanliness, (2) caution, (3) taste, (4) ease, (5) beauty, (6) sentiment, (7) pleasure.

Hollingsworth arranges the data making the strongest appeals in general as follows: In the first group are the appeals to health, cleanliness, science, time saved, appetizing, efficiency, safety, durability, quality, modernity, family affection. In the second group are reputation, guarantee, sympathy, medicinal, imitation, elegance, courtesy, economy, affirmation, sport, hospitality. In the third and last group fall substitutes, clan feeling, nobbiness, recommendation, social superiority, imported, and beauty.

In my study and analysis of advertising successes I have found many successful arguments based on data (concepts, appeals, motives, reasons, etc.) other than those in the lists here reproduced. This fact does not in the least prove the futility of these lists, but it does emphasize the necessity of an analysis of the goods, the customers, and the methods of distribution in every advertising campaign.

If we assemble all the possible data for arguments, scores or even hundreds of convincing points may be made in exploiting almost any commodity. Almost all goods offered for sale could make a majority of the appeals mentioned above, but the order of efficiency of the different motives would vary from one commodity to another.

Most salesmen get into the habit of presenting their goods in a particular way and so fail to realize the possible range of appeals that could be made for the goods. Let any man check up his practice with these lists and he doubtless would find some appeals which he is neglecting and which might be very effective.

II. THE HOW SUPPLEMENTS THE WHY IN AN ARGUMENT

If by arguments I am trying to induce you to establish a factory in my town I first present reasons *why* your factory would be particularly profitable there. If I should be able to give enough arguments in favor of the proposition, you doubtless would figure out for yourself *how* you would go at it to establish the factory. You are not convinced, however, till, in imagination,

you have established your business there. If, when in imagination you have projected yourself into the future, no insurmountable difficulties occur to you, you may be convinced and decide to act. Before you are convinced you are likely to figure out *how* my proposition could be carried out. I would greatly increase my chances of convincing you if instead of confining myself to *why* you should build the factory, I should devote much of my presentation to describing vividly just what you would have to do to follow out the plan I am proposing. If by my words you are led to imagine yourself as establishing the factory, the mental image thus formed in your mind is more of a "clincher" than any reason for the action that could possibly be offered.

If I am selling, by means of advertising, one of the best known household commodities, my argument is incomplete unless I state where the goods may be secured. Even though the goods may be had at every grocery store, and even though every possible purchaser may know where to get them, yet the advertisement should contain a statement as to how the goods can be secured. The function of such a statement is to cause the possible purchaser to imagine himself as going to the store to secure the goods.

He might possibly think out how to get the goods as soon as he had read the descriptions of my goods, but my statement of the necessary means for securing the goods makes easy this essential step.

As a matter of fact there is no household commodity so well known that every possible purchaser knows just where and how to secure it. The salesman is so well acquainted with his goods and knows so well how customers may secure them that he is inclined to forget that one of his special duties is to educate new customers as to where and how the goods may be had.

Even though an advertisement has made me want a thing, I am inclined to procrastinate unless all the steps necessary for securing the goods are clearly in my mind.

I decided to try a particular make of shoes and to secure them at a convenient time when in Chicago. As a matter of fact I did not know exactly where they were on sale. I could easily have found out but I didn't, so I have procrastinated the purchase which I would have made if the place for securing the shoes had been definitely in mind.

Many advertisers neglect to emphasize the

means for securing the goods which they exploit. The goods may have general distribution and may be on sale at all stores handling that general class of merchandise, but many possible customers are not aware of that fact. They may be convinced of the desirability of securing the goods, but they fail to purchase because of the uncertainty as to the place or means of securing the goods.

Furthermore, the emphasis upon the steps necessary to secure the goods acts not only as a source of information for possible new customers, but also as a most powerful stimulus to action for both new and old customers.

A large proportion of all advertisements of goods having a general distribution fails to make use of this psychological fact. In the current issue of one of the leading American magazines there are 65 full-page advertisements of goods having general distribution. Of these 65 advertisements, 22 state with some completeness the means of securing the goods. Such expressions as these are used in the advertisements:

"Your druggist and your grocer have X—."

"Price \$3.00, \$4.00, \$5.00, to \$15.00, at leading dealers everywhere."

"Write for catalogue B and name of nearest dealer."

"Sold by all first-class dealers."

"Sold by all grocers, 10 cents a package."

Of the 65 advertisements 7 give no hint as to methods of securing the goods—no price, no address, no statement that the goods might be had at local dealers, no information or hint as to what action is desired of possible customers.

The remaining 59 advertisements have inadequate information as to methods of securing the goods. In fact I can not learn from some of the advertisements whether the goods advertised are on sale, for instance, in Evanston or even in Chicago.

This failure to emphasize the means of securing the goods advertised is the most glaring weakness in advertising at the present time, and renders ineffectual many otherwise urgent arguments.

Sign-posts are not necessary in primitive villages. In great cities sign-posts are needed on every corner and these must be supplemented by courteous policemen. Modern methods of merchandising have transcended the few requirements of the village shopkeeper. There are so many possible roads which the customer

may take that he is coming to depend more and more on the "sign-posts" for his directions. He is unwilling to think for himself where others will do it for him more satisfactorily.

The modern merchant can not be too specific in his directions as to the exact steps necessary in answering an advertisement or purchasing goods. It is an important question: How may the advertiser best present to the public the method of securing the goods?

The most fundamental condition in any such advertising is that the method of securing the goods should be made clear to all possible customers who are not familiar with the goods. Even if the commodity has been on the market for decades and if it is to be had at all grocers or druggists, the place where it can be found should be stated in every advertisement. The construction of the advertisement should be such that when a new possible customer reads the advertisement there arises in his mind a picture of the place where the goods can be had and of the method of securing them. The advertiser can not assume that the possible customer will use any mental effort in creating this mental picture. He can not be depended upon to do any constructive thinking, and unless the

advertiser has made the method of securing the goods so plain that the mental picture must be seen by the new customer, he will not see it and will leave the advertisement with no thought of securing the goods advertised; or at least he will be inclined to procrastinate the actual purchase because of his mental inertia.

The wise salesman induces his customer to try on the clothing, to drive the automobile, to play the musical instrument, etc. The wise advertiser presents the goods, so far as possible, in such a way that the customer will not be compelled to use any original thought in conceiving of all the steps involved in the securing of the goods.

III. THE PLACE OF FEELING AND SENTIMENT IN AN ARGUMENT

Much advertising fails to get at the feelings and emotions, the instincts and sentiments. It must not only convince the public that they OUGHT to act, but it must present its proposition so that it will make them WANT to act.

We are late in reaching the pew but early at the bleachers. We put off writing to cousins and aunts, but the fiancée is answered by "return

mail." The dictates of reason may be resisted but not the promptings of sentiment and emotions.

We put off the things we know we OUGHT to do but not the things we WANT to do.

Almost every one who reads the advertisements of automobiles hankers after a machine, but unless his income is adequate his better judgment convinces him that it would be foolish extravagance to make the purchase. In this case we seem to have hesitation produced by the judgment even when the purchase is prompted by intense feelings. But the judgment is easily convinced of the wisdom of any act which excites intense desire. In the case of the automobile the judgment easily recognizes a fanciful need and yields to the promptings of desire.

A current advertisement takes advantage of this psychological situation and makes a most clever appeal to possible purchasers of automobiles. The following extract from the text of the advertisement is very adroit: "You may think you don't WANT a motor car. But there isn't any question about your NEEDING one. There is a difference between wanting a thing and needing it. . . . There is nothing that

you could invest the money in that will pay you such a big dividend in the saving of your time in business and the saving of your health for years, as the purchase of a motor car. A good thing is a better thing the sooner you get it."

If this advertisement is able to convince a man that he OUGHT to get the car he will do so at once because he already WANTS to purchase it. When desire is surging we are easily convinced that we ought to act, and hence the act follows immediately. When the judgment is convinced but no desire is enkindled, procrastination keeps the intended act from taking place. Many articles of merchandise may be so presented that the public will DESIRE to purchase them. Or they may be so presented that the public will merely be convinced that the goods OUGHT to be secured. The practical problem then arises as to methods of making the public WANT to act and WANT to follow out specific directions.

Advertisers have been successful in accomplishing this purpose in various ways. Some of these successful methods are worthy of consideration.

Goods offered as means of gaining social prestige make their appeals to one of the most

profound of the human instincts. In monarchies this instinct is regarded as a mere tendency to imitate royalty. In America, with no such excuse, the eagerness with which we attempt to secure merchandise used by the "swell and swagger" is absurd, but it makes it possible for the advertiser to secure more responses than might otherwise be possible. As an illustration of this fact we need but to look at the successful advertisements of clothing, automobiles, etc. The quality of the goods themselves does not seem to be so important as the apparent prestige given by the possession of the goods.

Goods which are presented as supplying a need long felt by the public are purchased without delay. In the case also of objects which supply any of the fundamental instinctive needs, the chances are that we shall act unhesitatingly. The instinctive desire to win social approval is but a typical illustration of an appeal to the fundamental instincts.

Our feelings may be awakened by the ideas themselves, by the manner in which the ideas are presented, or by a combination of the two. The idea of savory viands is pleasing in itself and the manner of presenting the idea may add much to its pleasing value when presented as is

done, for example, by the National Biscuit Company in placing Nabisco before the public. In the advertisements of Nabisco an attempt was made for many months to please by means of fairy maids serving the product, by means of alluring verbal descriptions of the goods and by perfect harmony between the illustration and the type matter.

The man with the proper imagination is able to conceive of any commodity in such a way that it becomes an object of emotion to him and to those to whom he imparts his picture, and hence creates desire rather than a mere feeling of ought. It would be hard to conceive of any more prosaic things than correspondence schools, dental cream, billiard tables, tobacco, soap, flour, fountain pens, foods, musical instruments, automobiles, heating plants, radiators, financial securities, and insurance. In the mind of the artist these homely commodities are transformed into objects that awaken our sentiments and æsthetic feelings. The advertisement reproduced as Figure 1 presents to us a correspondence school in such a way that our sympathies are aroused at once. Figure 2 presents the telegraph and telephone in a new light to most of us, and in such a way that it assumes

a sentimental value in our minds. Figure 3 presents a tooth paste in such a way that the presentation awakens our appreciation of the beauty of the mother and child, who are made even more attractive because of the use of the tooth paste. Figure 4 is realistic as well as artistic. It makes us all feel that a billiard table is a most desirable thing. Figure 5 spreads a halo of sentiment about a tobacco so that even the non-users regret their inability to enjoy the pleasures of Velvet Joe. All these five advertisements—and many others—present their merchandise in such a way that a sentimental value attaches to the goods advertised. They not only please us by the method of presenting the goods, but they also cause us to ascribe to the goods themselves something of sentimental value.

The advertiser should be a good business man and should know the goods to be exploited. He should be a practical psychologist and know the human emotions and sentiments. He should also be a man with a fertile imagination that he may be able to think of his merchandise in its most attractive forms. He must also present his arguments—whether picture or type matter—in the most artistic manner possible



"That coupon gave me my start"

"It's only a little while ago that I was just where you are now. My work was unpleasant; my pay was small. I had my mother to take care of, and it was tough sledging trying to make ends meet. I hadn't had much schooling. I didn't *know enough* to fill any better job than the one I had.

"One day I saw an advertisement of the **American School**. It told how other men got better positions and bigger salaries by taking their courses. I didn't see how a correspondence school could benefit me, but as long as it didn't *cost* anything to mark the coupon I thought it was worth investigating at least. I marked the coupon and sent it in on the next mail.

"That was two years ago, and now I'm drawing more money every week than I used to get in a month."

If you want a better job, if you want more congenial work, if you want a salary that will put you in the class where you belong—

SIGN AND MAIL THE COUPON NOW

American School
of Correspondence, Chicago, U.S.A.

This school has no connection with any other school using the name "American"

Your Opportunity Coupon

Mark the position you want and mail the coupon now

- | | |
|-------------------------------|-------------------------|
| ... Electrical Engineer | ... Lawyer |
| ... Elec. Light & Power Supt. | ... Bookkeeper |
| ... Electrical Wireman | ... Microscopist |
| ... Telephone Experts | ... Private Secretary |
| ... Archivist | ... Accountant |
| ... Building Contractor | ... Cost Accountant |
| ... Architectural Draftsman | ... Cert'd Public Ac't |
| ... Structural Draftsman | ... Auditor |
| ... Municipal Engineer | ... Business Manager |
| ... Concrete Engineer | ... Fire Ins. Inspector |
| ... Civil Engineer | ... Fire Ins. Adjuster |
| ... Surveyor | ... Fire Ins. Expert |
| ... Mechanical Engineer | ... Moving Picture Op'r |
| ... Mechanical Draftsman | ... Military Engineer |
| ... Steam Engineer | ... Irrigation Engineer |
| ... Sanitary Engineer | ... Textile Eng. |
| ... Gas Engine Engineer | ... College Preparatory |
| ... Gas Tractor Engineer | ... Auto. Mechanic |

NAME

ADDRESS

T.W. 218

Figure 1



Fairy Magic—Telephone Reality

A tent large enough to shelter his vast army, yet so small that he could fold it in his hand, was the gift demanded by a certain sultan of India of his son, the prince who married the fairy Pari-Banou.

It was not difficult for the fairy to produce the tent. When it was stretched out, the sultan's army conveniently encamped under it and, as the army grew, the tent extended of its own accord.

A reality more wonderful than Prince Ahmed's magic tent is the Bell Telephone. It occupies but a few square inches of space on your

desk or table, and yet extends over the entire country.

When you grasp it in your hand, it is as easily possible to talk a hundred or a thousand miles away as to the nearest town or city.

In the Bell System, 9,000,000 telephones are connected and work together to take care of the telephone needs of the people of this country.

As these needs grow, and as the number of telephone users increases, the system must inevitably expand. For the Bell System must always provide a service adequate to the demands of the people.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

One Policy

One System

Universal Service

Figure 2

You know what Father says about my teeth

"And I have grandmother to thank, who trained me in the habit of brushing my teeth twice-a-day.

"But, Betty, you have something which makes the habit more of a pleasure than a duty, the delicious

COLGATE'S
RIBBON DENTAL CREAM

Reprinted by courtesy of Colgate & Co.

Figure 3



Fairy Magic—Telephone Reality

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RIBBON DENTAL CREAM

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Figure 3

**"The stock
ain't fed yet,
Hiram!"**



Played in town or country house, CAROM and POCKET BILLIARDS abound with thrills than crowd right out of mind the weighty cares of the day!

These grand old games are filled with delicious suspense—shots as true as a rifle ball—and unguarded moments when a stroke of strategy can snatch a brilliant victory from almost certain defeat!

No indoor sport can match their merry cross-fire—*it cups each other with a burst of laughter!*

Thousands of homes are endowed with Billiards. Mothers, fathers, sons and daughters, and guests—everybody plays nowadays. And a real Brunswick Table will make your home the center of your social life—win boys and girls and keep them off the street.

**SUPERB BRUNSWICK
Home Billiard Tables**

Built exactly like our famous regulation tables... for all games of Carom and Pocket Billiards... yet sizes and designs that harmonize with home surroundings.

Men who are wizards at billiards—Hoppe, Sutton, Inman—perform their hardest shots on these home styles. Life, speed, accuracy—all scientific playing qualities are attained.

"GRAND" and "BABY GRAND"

The "GRAND" and "BABY GRAND" are superbly made of rare and beautiful mahogany, richly inlaid. Have genuine Vermont slate bed, Monarch cushions famed for lightning action—and fast imported billiard cloth.

A Year to Pay

Our popular purchase plan lets you try any Brunswick 30 days before you buy—then pay monthly as you play. Even the wealthiest homes are buying like this—see us as long as 20 cents a day!



**"BABY GRAND" Combination
Carom and Pocket Table**

Playing Outfit FREE

Rack, Hand-Papered Cush, Rack, Marker, Spirit Level, Tip, Cue Clamps, Table Cover, Chalk, Brush, expert rules on "How to Play," etc., etc.—all included complete, without extra cost!

Now get our famous billiard book, "Billiards—The Home Magnet," that pictures all Brunswick Home Tables in actual colors, gives low factory prices and full details, **and FREE!** Use the coupon while the edition lasts.

Mail For Billiard Book FREE

The Brunswick-Balke-Collender Co.
Dept. 66, 623-633 S. Wabash Ave., Chicago

Send me postpaid, free, your color-illustrated catalog
"Billiards—The Home Magnet"
with details of your 30-day trial offer.

Name _____

Address _____

Figure 4

MAKING ARGUMENTS EFFECTIVE 135

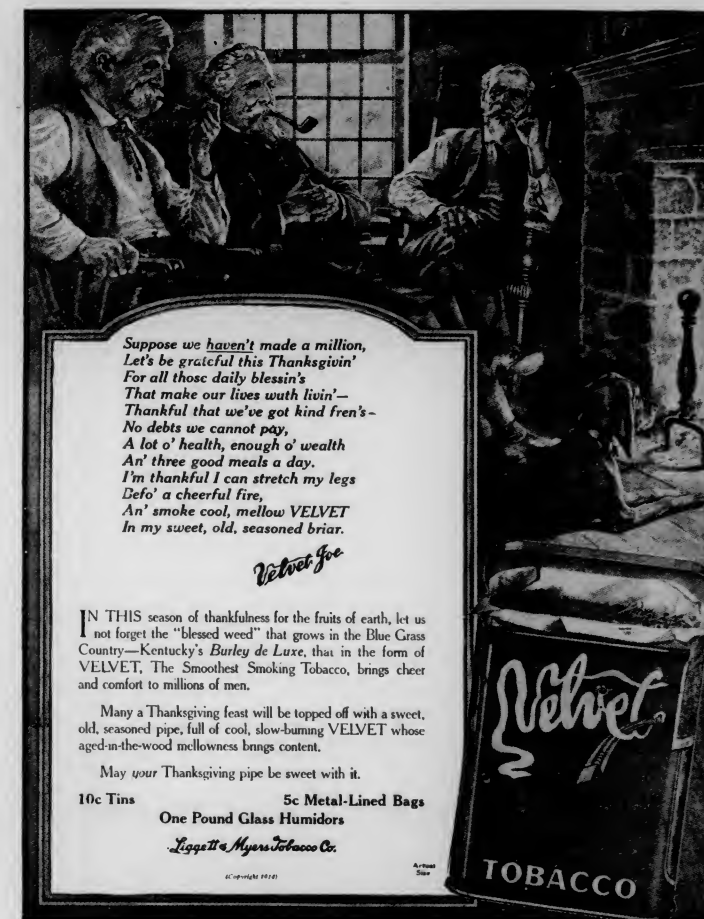
under the restrictions imposed upon him. Many of our successful national advertisers have come to recognize the fact that the artist is demanded for the most skilful exploitation of merchandise. The literary style employed in the advertising pages of our best magazines may be compared favorably with the editorial pages. The illustrations which are the most successful meet the requirements demanded by the combined judgment of the business man, the psychologist, and the artist. The most convincing arguments are those that most adequately describe the merchandise; most skilfully appeal to the fundamentals in human nature; and are clothed in the most artistic forms.

IV. WEIGHING THE EVIDENCE

Arguments are not assumed to convince immediately but to lead to a mental see-sawing, a weighing of evidence and a passing of judgment. In presenting my arguments to you I am on my guard to present them in such a form that you will actually be able to weigh them and to pass judgment as to the value of the thing which I am trying to persuade you to accept or

to do. I therefore present my arguments in a logical and simple manner. If I am trying to induce you to change to the "task and bonus" system of wage I must show you what you would get according to the new system if translated into the terms to which you are accustomed. In this way you will immediately pass the judgment of "more profitable" upon my proposition. I must conform to your habits of thought; I must describe things in a manner which causes you to classify them favorably, to imagine yourself as accepting and acting upon my arguments and hence enabled to weigh my evidence effectively.

In so far as possible we all reduce our actions to habit and respond in a stereotyped way to whole classes of things. There are certain classes of things which we habitually reject without hesitation; there are other classes which we accept in a perfectly automatic manner. Every business man has formed the fixed habit of rejecting every proposition which he classifies as unprofitable. He has an equally fixed habit of accepting anything which he classifies merely as profitable. The function of my argument is then to cause the public to classify my proposition with a group towards



Suppose we *haven't* made a million,
Let's be grateful this Thanksgiving
For all those daily blessings
That make our lives worth livin'—
Thankful that we've got kind fren's—
No debts we cannot pay,
A lot o' health, enough o' wealth
An' three good meals a day.
I'm thankful I can stretch my legs
Defo' a cheerful fire,
An' smoke cool, mellow VELVET
In my sweet, old, seasoned briar.

Velvet Joe

IN THIS season of thankfulness for the fruits of earth, let us not forget the "blessed weed" that grows in the Blue Grass Country—Kentucky's *Barley de Luxe*, that in the form of VELVET, The Smoothest Smoking Tobacco, brings cheer and comfort to millions of men.

Many a Thanksgiving feast will be topped off with a sweet, old, seasoned pipe, full of cool, slow-burning VELVET whose aged-in-the-wood mellowness brings content.

May your Thanksgiving pipe be sweet with it.

10c Tins 5c Metal-Lined Bags
One Pound Glass Humidors
Liggett & Myers Tobacco Co.

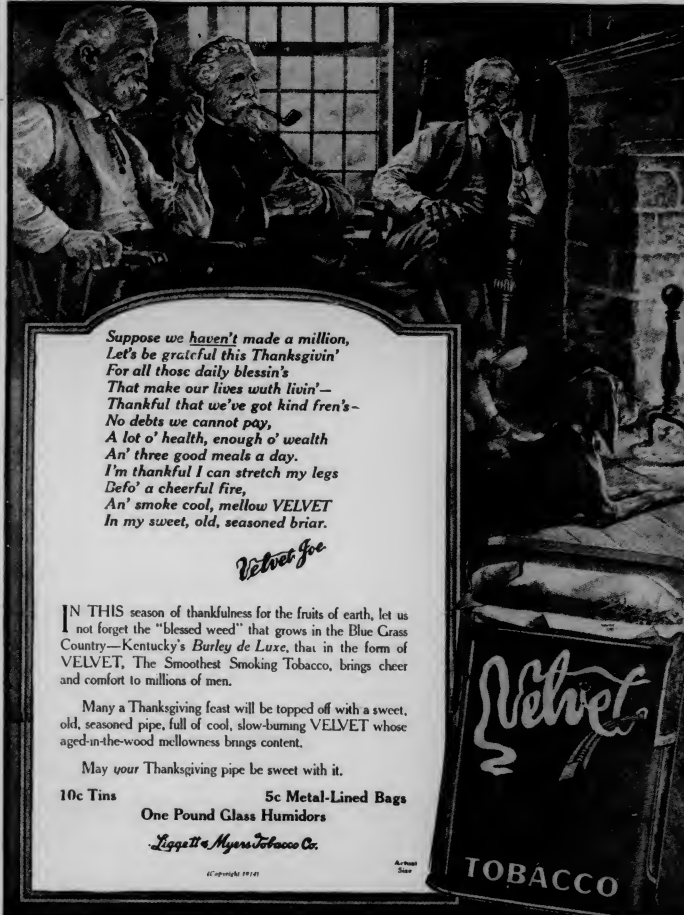
TOBACCO

Figure 5

136 INFLUENCING MEN IN BUSINESS

to do. I therefore present my arguments in a logical and simple manner. If I am trying to induce you to change to the "task and bonus" system of wage I must show you what you would get according to the new system if translated into the terms to which you are accustomed. In this way you will immediately pass the judgment of "more profitable" upon my proposition. I must conform to your habits of thought; I must describe things in a manner which causes you to classify them favorably, to imagine yourself as accepting and acting upon my arguments and hence enabled to weigh my evidence effectively.

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One Pound Glass Humidors

Liggett & Myers Tobacco Co.

TOBACCO

Figure 5


which they have formed the habit of acting favorably. Thus if I can get business men to classify my offer as profitable they will accept it; if they classify it as unprofitable they will reject it.

In reality, arguments are necessary only in advocacy of propositions which are so complex that they can not readily be classified with a single group of things towards which action is stereotyped. If I am trying to persuade you to purchase a home you may classify the purchase of the particular piece of real estate as securing a home, a good investment, or an act which will please your family, or an act which will bring you into association with very desirable persons. On the other hand you may classify the purchase of this real estate as the sort of deal which a friend made and on which he lost heavily, as a move which would limit your freedom of action, as removing you too far from your place of business, as being an outlay of money greater than is warranted at the present time, or as making it impossible for you to be in the market for a bargain. All I can do by argument is to present the real estate to you in such a manner that you will be likely to classify it with the things toward which you act


favorably with the greatest alacrity, and to try to keep out of your mind everything which would lead you to classify it according to some of the unfavorable groups. As a real estate dealer I must find out what particular conceptions of real estate are most likely to be grouped in classes towards which the possible buyers are accustomed to respond most favorably. If my patrons are conservative and respond regularly only towards what seems to be particularly safe, then I must emphasize the substantial nature of my offerings. If they are looking for an investment, then I must show how the city is growing and how there will be ready sales. Great skill is required in presenting any commodity so that it will be most favorably classified.

A business phonograph is a new business appliance. Whether the business man will purchase it or not depends upon how he classifies it. The reproduced advertisements of business phonographs, Figures 6, 7, 8 and 9, are all excellent attempts to present such arguments that the customers may classify the equipment favorably. The advertisement reproduced as Figure 6 presents the business phonograph as a simple device which will enable the correspondence

How many times do you use this



when you might use this?




If you learn to use the

Edison Dictating Machine

Prevent Substitution, Specify "Made by Edison"

it will double the output of letters per day, get each day's work out on time and cut down telegraph bills.

The United States spends over \$27,000,000 annually in sending telegrams. The average cost of each is 42 cents. How much do you contribute? Far more than you would if your mail was promptly handled.



The Edison Dictating Machine has been developed to its present advanced design by a corps of experts under the personal supervision of Thomas A. Edison. It is the machine approved and labeled by the Underwriters' Laboratories, Inc., under the direction of the National Board of Fire Underwriters, and the only dictating machine equipped with an "Auto Index" for conveying corrections, instructions, etc., to the transcriber. Its many mechanical and electrical advantages are explained in our Booklets, which you should read before investigating.

Service everywhere, including the principal Canadian Cities.

Thomas A. Edison 200 Lakeside Ave., Orange, N. J.

Please read our booklet, "The Used Business Man," describing how the Edison Dictating Machine may be adapted to any work, and your booklet on its mechanical and electrical advantages.

Send in this coupon

Thomas A. Edison, Inc.
200 Lakeside Ave.
Orange, N. J.

Name

Firm

Address


Figure 6

140 INFLUENCING MEN IN BUSINESS


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Thomas A. Edison, 200 Lakeside Ave., Orange, N. J.

Send in this coupon


Please send me your booklet, "The Used Business Man," describing how the Edison Dictating Machine may be adapted to my work, and your booklet on its mechanical and electrical advantages.

Name

Firm


Address

Figure 6



Mr. White, the senior partner is away, so *his* stenographer spends her time reading and doing fancy work.

Mr. Black, the junior partner, had only six letters to dictate, so *his* stenographer gets through and goes home early.




Mr. Grey, the chief correspondence clerk, dictated all morning to his stenographer. She transcribed all afternoon, and 6 o'clock was nowhere near through. Now if the

Edison Dictating Machine

Prevent substitution, reads "Made by Edison"

was being used in this office, the typewriting work could be equally divided, all the letters would be written before closing time, nobody would be overworked, and no time would be wasted, for anyone can understand letters dictated this way as easily as a telephone conversation can be understood.



The Edison Dictating Machine has been developed to its present advanced design by a corps of experts under the personal supervision of Thomas A. Edison. It is the machine approved and labeled by the Underwriters' Laboratories, Inc., under the direction of the National Board of Fire Underwriters, and the only dictating machine equipped with an Auto. Index for conveying corrections, instructions, etc., to the transcriber. Its many mechanical and electrical advantages are explained in our booklet, which you should read before investigating.

Service everywhere, including the principal Canadian Cities.


Thomas A. Edison, Inc.
200 Lakeside Ave.,
Orange, N. J.

Send in this coupon

Please send me your 24-page booklet, "The Edison Dictating Machine and the Typewriter," describing how the Edison Dictating Machine may be adapted to my work, and your booklet on its mechanical and electrical advantages.

Name.....
Firm.....
Address.....

Figure 7



Making the "Big Man" More Productive

The Edison Dictating Machine gives the valuable man more time for productive work. It means increased efficiency for the "big man." It is a time-saving measure applied where it yields the greatest returns. A sound business investment.

The Edison Dictating Machine and Transophone


The Edison Dictating Machine makes you independent of another's leisure or convenience. It is ready for service at any time—early or late. Mr. Edison has developed it to the highest perfection in points of service and convenience.

The Transophone, his latest invention, is a boon to the stenographer.

The Edison representative in your town will gladly give you a free demonstration upon request.

This Coupon Brings Our Literature

Send the coupon below for "The Tired Business Man," a valuable and interesting booklet. It tells why the Edison Dictating Machine is becoming an essential factor in the up-to-date business office. Describes the many new and exclusive features which Mr. Edison has added. Send the coupon today.



Thomas A. Edison, Inc.
Dept. 1394, ORANGE, N. J.

Gentlemen:—Please send me free and without obligation your booklet on correspondence efficiency, "The Tired Business Man."

Name.....
Address.....
Your Firm Name.....

Figure 8

department to get out all letters on time and hence to avoid the necessity of sending telegrams. The advertisement reproduced as Figure 7 presents the business phonograph as a device for adjusting the work of the individual stenographers. The advertisement reproduced as Figure 8 presents the phonograph as a device to enable the "big man" to become more productive. The advertisement reproduced as Figure 9 presents the business phonograph, not as a device for rendering any particular service, but as a perfect instrument.

Advertisements reproduced as Figures 6, 7, and 8, each emphasize but a single service rendered by the phonograph. The last of this series (Figure 9) emphasizes no service but brings out clearly the perfection of the construction of the instrument. Each of the advertisements presents such data that the business man who reads it is almost forced to classify the business phonograph with a group of things (avoidance of expensive telegrams; equation of work of stenographers; accomplishment of maximum by high-priced men; perfection in details of office equipment) toward which he has formed the habit of acting favorably.

Mr. Edison Presents
The Edison
Dictating Machine
and Transophone
better and more desirable than ever

Pressed steel construction
in pedestal, cylinder rack and cabinet contribute to strength, durability and lightness.

The accessibility
of parts bears an important relation to the cost of up-keep.

Sanitube,
with germicide filler, metal tubing, makes dictation safe, pleasant and efficient.

Covered Wheels
avoid annoyance while speaking; protect parts.

Self-Stopper
saves motor wear and current expense.

Chip-Brush,
cleans the cylinder of wax chips.

Locked-Arm
prevents losing place on cylinder.



Double Diaphragms
are easily replaced, and make machines useful for both dictating and transcribing.

Collapsible Mandrel
avoids sticking and slipping of wax cylinder, aligns all cylinders to uniform position for indexing.

Speaker-Guard
protects sapphire points and prevents scratching of cylinder.

Friction-Grips
attach on cartons to prevent cylinder breakage.

Auto Index
Easiest, efficient system for advising transcriber of corrections.

Edison-made motors
operate on least current; are strongest; run with less heating in completely enclosed cabinets without mechanical ventilation; brushes quickly replaced.

Supplied With Complete Accessories for Use.

Send for the booklet
"The Tired Business Man"

TRADE MARK
Thomas A. Edison
INCORPORATED
Dept. 1393, Orange, N. J. Service Everywhere

Figure 9

**Mr. Edison Presents
The Edison
Dictating Machine
and Transophone**

better and more desirable than ever

Pressed steel construction
in pedestal, cylinder rack and cabinet contribute to strength, durability and lightness.

The accessibility of parts bears an important relation to the cost of up-keep.

Sanitube, with germicide filler, metal tubing, makes dictation safe, pleasant and efficient.

Covered Wheels avoid annoyance while speaking; protect parts.

Self-Stopper saves motor wear and current expense.

Chip-Brush, cleans the cylinder of wax chips.

Locked-Arm prevents losing place on cylinder.



Supplied With
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Auto Index Easiest, efficient system for advising transcriber of corrections.

Edison-made motors operate on least current; are strongest; run with less heating in completely enclosed cabinets without mechanical ventilation; brushes quickly replaced.

Send for the booklet
"The Tired Business Man"



TRADE MARK
Thomas A. Edison
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In presenting my arguments I must do it so that you may compare and weigh them with those presented for any competing line of goods. My duty is not to assist you to call up these competing and contrasted ideas but to hold your attention so far as possible to my offers. I should emphasize particularly those points in my commodity at which comparisons with other things are made most readily and favorably.

Whether my line of goods will be chosen when brought into competition with other goods, depends largely upon how it is classified in the minds of the public. If I am selling a steel filing case it will be selected if it is classified by the public as a convenience used by successful competing firms; but will be rejected if classified as a product of a new and successful method of electric welding. It will be chosen if classified as an economy in space and money; but rejected if classified as a piece of office furniture. If I am selling a revolver it will be selected if classified as a protection, but rejected if classified as a powerful weapon. By means of salesmen and advertising, a merchant may in a large degree determine how the public shall classify his commodity. Almost any article of mer-

chandise may be, and actually is, classified in a score of different ways. Ordinarily the merchant follows precedent or habit in deciding how his goods shall be classified in advertising and in selling talks. Whether he hits upon a good or a bad classification is largely a matter of luck, for no business man today knows how his goods should be classified to secure the greatest possible results. By bitter experience he may have found that one particular classification succeeds and that another fails, but he does not know the relative merits of different classifications. At this point the psychologist should render inestimable service to the business world. In any particular case he should be able to determine the relative merits of different classifications. He should be able in advance to determine the success of any particular appeal in comparison with any other method of presenting the same goods. He should thus be in a position to save the business world from some of its unsuccessful advertising campaigns and hence to reduce the cost of distribution.

V. CONCLUDING THE ARGUMENT

The argument is not completed till it ends in

conviction and execution. The classification leading to comparison would seem to necessitate the conviction and execution, but unfortunately the concluding step can not be thus assumed. For example, I may have led my employees to classify piece rate as a wage; and by comparison with other wages they may think of it as a larger wage. But before the argument has completed its function it must lead each man to go through a process of thinking something like the following syllogistic form of reasoning:

(Major premise) I will seek any opportunity to secure a larger wage.

(Minor premise) The piece rate offers an opportunity to secure a larger wage.

(Conclusion) Therefore I accept the piece-rate system.

Perhaps my presentation of the case in establishing both the major premise and the minor premise may have fulfilled the steps previously specified under sections 1, 2, 3, and 4 of this chapter. The employees may thus have a clear idea of wage and of piece rate. The piece rate with its possibility of a larger wage may have been made to seem valuable. The piece rate

may have been classified as a wage, and by comparison may seem to be a larger wage. The final step demands that these ideas should be brought into the form of an actual syllogism, or into some other effective form, so that the employees shall be forced to the conviction that the piece rate is desirable for them and hence they would be inclined to take the necessary steps to accept it.

In using argumentation to secure a high grade of employees, my task is not complete till I have made each candidate go through a mental process somewhat like the following:

(Major premise) A man should choose that employment which offers the greatest ultimate reward.

(Minor premise) Your employment offers the greatest ultimate reward.

(Conclusion) Therefore I accept employment with you.

Most of my argument may have been devoted to establishing the ideas summarized in the major and minor premises, but the success of the argument is measured by the degree to which I have secured conviction and execution as expressed in the conclusion of the syllogism.

In selling automobile tires by argumentation, my aim may be to cause the possible purchaser to go through a series of mental processes that may be summarized in a syllogism as follows:

(Major premise) I shall purchase the tire that gives me the lowest cost per mile.

(Minor premise) Your tire gives the lowest cost per mile.

(Conclusion) Therefore I shall order your make of tire.

My selling talk (copy, demonstration) may be devoted mainly to establishing the major or the minor premise. In establishing these premises my dependence may be on the mental processes discussed under the headings: "Creating an Adequate Idea of What is Offered"; "The How Supplements the WHY in an Argument"; "The Place of Feeling and Sentiment in an Argument"; and "Weighing the Evidence." But the result of the entire argument is to secure the mental states expressed by the customer in the "therefore" of the conclusion.

In all these illustrations, and in all examples of attempts to influence men by means of argumentation, it is not important whether the argument be cast in the form of a perfect syl-

logism, an implied syllogism, or in some form quite different from the syllogism. But it is important that the reader or hearer should be led to reach the mental state symbolized by the "therefore" in the conclusion of a perfect syllogism.

CHAPTER VIII

MAKING SUGGESTIONS EFFECTIVE

OUTLINE

Mankind is Influenced More by Suggestions than
by Syllogistic Arguments

- I. The Working of Suggestion is Dependent upon the
Dynamic, Impulsive Nature of Ideas
- II. Suggestions are Given by External Objects and
Result in Acts Similar to Imitative Acts
- III. Suggestion Excludes Comparison and Criticism
- IV. Suggestion Secures Direct Response Without
Delay

CHAPTER VIII

MAKING SUGGESTIONS EFFECTIVE

MANKIND IS INFLUENCED MORE BY SUGGESTION THAN BY SYLLOGISTIC ARGUMENTS

We have numerous books on the study of arguments but there is not a book and scarcely a chapter of a book (so far as the writer knows) which deals with the methods and devices of utilizing suggestions in business. It is interesting to the man in business to know that suggestion is, in his hands, a more powerful means of influencing men than is argument, but what he wants to know is precisely *how* he may give suggestions. The methods of giving suggestions and the sorts of suggestions which will be effective are discovered from a study of the principles found in an analysis of suggestion itself.

I. THE WORKING OF SUGGESTION IS DEPENDENT UPON THE DYNAMIC, IMPULSIVE NATURE OF IDEAS

From this principle we learn that in giving suggestions the thing of importance is to give

the *idea* and then to trust to it to accomplish results. If I wish you to purchase a particular make of automobile I must get the idea of that automobile into your mind. If I want you to engage a certain class of employees I must get into your mind the idea of these persons considered as possible employees. It is not necessary to convince you of the wisdom of the ideas but merely to get the ideas into your head, and then to trust to their dynamic natures to carry themselves out. If I want the American people to go to an exposition I must keep the idea of that exposition before them. It is not so important what I say about the exposition as that I put the matter before them so they will have the idea of the exposition vividly in mind.

This dependence on the dynamic force of ideas has made successful much advertising and other selling campaigns where there is no evident attempt to *convince* the public. The advertisement of White Rock reproduced as Figure 10, is a quarter-page advertisement that may possibly be very successful. There is no adequate ground given to convince us that White Rock is "The world's best table water." Yet the idea is conveyed to us by these words and many of us are profoundly impressed by it.

This may be a very good advertisement, but if it were not for the dynamic force of the idea

White Rock

"The World's Best Table Water"

Figure 10

conveyed the advertisement would be practically worthless.

When we speak of the dynamic, impulsive nature of ideas, we are using the word *idea* in the broadest possible sense and inclusive of all such mental processes as sensations, perceptions, images, and memory. Some of these mental processes are much more dynamic than others. That is to say, some of them lead to action more surely than others.

Perceptions are more dynamic than memory or any form of mental image. The visual perception of a peach (actually seeing it) will cause me to spend my money more readily than any memory or mental image of the peach. The mere memory of a peach may cause my mouth to water but the sight of the ripe fruit

affects me to an even greater degree. In the history of the race, individuals have been accustomed to act mainly upon perception and less often upon memory or imagination.

Although we react readily to things that reach us directly through our senses, we react less readily to those things which reach us indirectly by means of such symbols as printed and spoken words. Pictures, especially if colored, are like the actual visual perceptions of the object. Hence pictures are more dynamic than verbal descriptions. A diagram or a chart also partakes of the nature of direct perception and frequently secures action in a most astonishing way. Thus in Figures 11, 12, 13, and 14, the reproduced advertisements convince and move the public in a way impossible for mere verbal descriptions.

A spoken or printed word is a less effective method of presenting a thing or a cause than is a picture or any real object which has become associated with the thing or the cause. The sight of the ruins in the Forum at Rome inspires one with awe for ancient civilization in a way impossible for words to accomplish. The effect of monuments and memorials is most profound, and is due to the fact that visual percep-

tions are more dynamic than symbolic ideas. The effect of souvenirs and novelty advertising is due to the same cause. The sight and the touch of a real object associated with a particular line of merchandise, influences us toward that merchandise in a striking way.

Positive ideas are more dynamic than negative ones, even when logically they seem identical. "The chances are only one to four that you will lose," is logically identical with the statement, "The chances are four to one that you will win." The latter would secure response more readily than the former. The statement, "It will keep perfectly for thirty days," is more dynamic than the statement, "It will not begin to decay for thirty days." The human mind responds more readily to the positive idea than to the negative, even in instances where differences in response might not be anticipated. "Walk down the middle of the plank," is carried out more readily than "Don't step near the edges of the plank." "Look straight ahead," is a command less difficult than "Don't look to the right or the left." "Secure the genuine," is more effective than "Avoid substitution."

We are also accustomed to respond to single

things rather than to groups of things; to concrete situations rather than to abstractions; to objects within the focus of attention rather than to those on the fringe of consciousness.

II. SUGGESTIONS ARE GIVEN BY EXTERNAL OBJECTS AND RESULT IN ACTS SIMILAR TO IMITATIVE ACTS

The effectiveness of a suggestion depends much upon the source from which it comes. The most powerful source is a person who assumes, and is believed to possess, a friendly and sympathetic attitude. Abraham Lincoln was one of the most successful of American diplomats. He knew how to deal with men and fortunately he has given advice on this particular point:

"When the conduct of men is designed to be influenced, *persuasion*, kind, unassuming persuasion, should ever be adopted. It is an old and true maxim that 'a drop of honey catches more flies than a gallon of gall.' So with men. If you would win a man to your cause, first convince him that you are his sincere friend. Therein is a drop of honey that catches his heart, which, say what he will, when once

gained, you will find but little trouble in convincing his judgment of the justice of your cause, if indeed that cause really be a just one. On the contrary, assume to dictate to his judgment, or to command his action, or to mark him as one to be shunned and despised, and he will retreat within himself, close all the avenues to his head and his heart; and though your cause be naked truth itself, and though you throw it with more than Herculean force and precision, you will be no more able to pierce him than to penetrate the hard shell of a tortoise with a rye straw. Such is man, and so must he be understood by those who would lead him, even to his own best interests."

The sympathetic foreman and salesman in their dealings with men, accomplish results that are impossible for their less sympathetic competitors. Certain organizations have come to realize that in training salesmen the most important result is to beget a feeling of real interest in and sympathy for the customers with whom they are to deal. They must be taught to assume the attitude of sympathetic helpfulness.

Prestige transforms all acts and words into veritable suggestions. The words of a great authority are accepted as facts, and that too

without criticism. His acts are imitated not only in the field of his specialty but also in the non-essential details of his daily life. The man of prestige thus determines the thoughts and acts of his fellows. He is their veritable Bible and rule book. This working of prestige is observable in all human organizations. The nobility of a land sets the fashions for the common people. The city dweller determines the philosophy, the religion, and the ethics for the country dweller. The wealthy are imitated by the poor. The successful are imitated by the unsuccessful. The athlete is imitated by the fan, not only in the method of playing the game but also in the selection of clothes, tobacco, razors, etc., etc.

The women of Paris at one time were supposed to surpass all other women of the world in womanly graces and accomplishments. Paris was the center for refined literature, for painting, and for all the other humanities that might be thought of as womanly in any particular. Because of this fact the women of Paris acquired great prestige in the eyes of all the world. Consequently the women of all lands wanted to act like the Parisian woman. They desired to imitate her in clothing, and hence

costumes purporting to come from Paris could be readily sold and at a handsome price.

The men of London at one time were supposed to possess the most manly virtues. Their virility was demonstrated by the fact that in direct competition they had become possessors of the colonial, the naval, and the financial powers of the world. They lived like gentlemen and ruled like kings. They accordingly became possessed of a prestige that extended to all the nations of the earth. Because of this prestige the Englishmen set the fashions for the men of the world, and have been able to sell English clothing at great profit.

The indirect method of giving suggestions is not at all confined to verbal expressions, but may include such devices as that presented in Figure 11. If the advertiser of Scot tissue had said directly that his merchandise had most marvelous absorbent power, I would have questioned his statement. But when he makes the statement indirectly by means of an apparent photograph, I am convinced without any question. If the advertiser of a revolver should tell me that with his weapon it is as easy to shoot a man as it is to point a finger at him, I should naturally question the accuracy of his statement.

When, however, I look at the picture of the Savage pistol (Figure 12), I feel that it would be as easy to shoot as to point the finger. If the Phillips-Jones Company should assert that they had accomplished a marvelous feat in uniting shirts and drawers, the public would be incredulous. Yet by means of the picture of the magician performing that act, the public has been convinced (Figure 13). If the owners of automobiles were told that the "lowest cost per mile" was the only standard for judging tires, they might be impressed, but the statement would first be questioned. These same owners are convinced without any questioning when they see the picture of a tire being weighed on a scale on which "lowest cost per mile" is the highest weight (Figure 14).

The words of a great authority are suggestions for those to whom he is an authority. His words are accepted as facts; they are not subjected to criticism but are accepted unhesitatingly. This power of suggestion in the words of men with authority, with power, and with technical ability is made much use of in dealing with men. The expert workman becomes the boss of a gang and his words are carried out without question. The man whose personality



Scott Tissue Towels
"USE LIKE A BLOTTER."
AN EXTRA HEAVY WHITE ABSORBENT

Absorbency—
The Quality and Price Test of a Paper Towel

No purchasing agent of a railroad, corporation, factory, department store or hotel can afford to overlook the *absorbent* test in buying paper towels. This *absorbent* test decides whether you are saving or wasting money—*maybe hundreds of dollars*—on a year's supply.

Since the primary purpose of a paper towel is to absorb water, the *quickness* with which your paper towels can absorb and the *quantity* they can absorb in a given time will determine their quality. This photographic illustration shows an *absorbent* Scott Tissue Towel rolled up in pencil fashion and placed in a glass of water—make the test for yourself and see whether or not

Scott Tissue Towels
"Use Like a Blotter."
Are Cheapest by This Test

Buy your paper towels on this absorption test and you will be satisfied. Find out whether you are paying paper towel prices for paper *only* or whether you are buying *absorbent* paper. There is a mighty big difference. Scott Tissue-s go further and cost you less because they absorb quicker and absorb more water.

To Large Consumers

Our Service Department is prepared to study conditions in your establishment and devise means for effecting substantial economies in your paper towel and toilet paper supplies. You will be surprised to find in how many different ways they can do this and the amount they can save you. This entirely apart from the great saving which the installation of Scott Tissue Towels and other Scott Tissue products will show you.

We will send, all charges prepaid, 750 Scott Tissue absorbent Towels (or 600 west of Mississippi River and in Canada) for \$2.00. An economical fixture \$1 extra.

SCOTT PAPER COMPANY **Philadelphia, Pa.**
Makers of Scott Tissue Towels and Toilet Paper

Figure 11

164 INFLUENCING MEN IN BUSINESS

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We will send, all charges prepaid, 750 Scott Tissue absorbent Towels (or 600 west of Mississippi River and in Canada) for \$2.00. An economical fixture \$1 extra.

SCOTT PAPER COMPANY Philadelphia, Pa.
Makers of Scott Tissue Towels and Toilet Paper

Figure 11

SAVAGE

The ONLY Automatic



that Shoots
10 Shots
Quick!! vs.

6 or 8 in all other makes
and Aims easy as
pointing your finger.

Figure 12

PAT JAN 5TH 1909

OLUS

REG U.S. PAT. OFF.

COAT CUT SHIRT

¶ The only thing in the world that will get there without apparently moving is a shirt-tail. You know where—up!!

¶ Obviate discomfort—What good is a shirttail anyway?

¶ That means OLUS—the shirt with drawers attached—same price as the ordinary shirt because the tail material is used for drawers—sensible economy.

\$1.50,—\$2,—\$2.50,—\$3, up to \$12.

OLUS ONE PIECE PAJAMA. Delightful for lounging or sleeping. No strings to tighten or come loose. \$1.50,—\$2,—\$2.50,—\$3,—\$3.50 and \$4.

If your dealer cannot supply you, write us. Olus booklet on request.

PHILLIPS-JONES COMPANY, Inc.
1199 Broadway, Dept. S, New York

Figure 13

No Rim-Cuts

"On-Air" Cure
To Save Blow-Outs

Rubber Rivets
To Combat Loose Treads

All-Weather
Double-Thick Treads

Popularity

Lowest Cost
Per Mile

Weigh Tires By This Scale

These are the troubles you wish to cure. These are the services you seek. But a tire can't render what it lacks. What the maker fails to give it can't be given you.

Let us avoid generalities and get down to specific facts. These are the ways in which Goodyears excel. These are the reasons why they hold top place. These are the advantages they offer you over any rival tire.

No-Rim-Cut Tires

Are the Only Tires Which Weigh Up to These Requirements

Rim-Cutting is made impossible in them. And the feature which makes it impossible is a feature which we control.

Blow-outs — the countless blow-outs due to wrinkled fabric — are eliminated by our "On-Air" cure. This extra process — thus insuring an elastic air — costs us \$450,000 yearly. No other maker employs it.

Loose treads are combated by a patent method which reduces the danger by 60 per cent. Hundreds of large rubber rivets are created during the vulcanization. This is done in no other tire.

All-Weather treads are used on Goodyears only. These are rough and double-thick. They are flat and smooth, so they can like a plan tread. They grasp wet roads with deep, sharp, resistance grips.

Popularity
After 15 years of continuous use — after millions of mileage tests — Goodyear tires rule Tiredom. They outlast any other.

That shows the virtues of tires — hundreds of thousands of them. And this year users are changing to Goodyears faster than ever before.

That is due to less trouble — to lower cost per mile — to just the savings that you seek.

16 Extra Prices
Yet, despite these features, there are 16 makes which cost more than Goodyear prices. Some are one-third higher. The price of some boys' & half-inch larger Goodyear. And some charge for three times what Goodyear asks for four.

This is due to our rapid reductions. Multiplied output has brought Goodyear prices down. New equipment and new efficiency have helped.

Don't judge tires by prices. These are arbitrary facts. Weigh them by the scale we picture. Weigh them by their worth.

When you do this you'll want Goodyears. And any dealer will supply them to you.



GOOD YEAR
AKRON, OHIO

No-Rim-Cut Tires
With All-Weather Treads or Smooth

THE GOODYEAR TIRE & RUBBER COMPANY, AKRON, OHIO
Toronto, Canada London, England Mexico City, Mexico
Distributors Everywhere Branches and Agencies in 100 Principal Cities Write Us on Anything You Want in Rubber

July 18, 1914
Figure 14

MAKING SUGGESTIONS EFFECTIVE 169

carries the most weight is assigned the most important duties.

Our subjection to authority is so great that it can be taken advantage of in most absurd ways. In persuading men we try to make our words appear as though they proceeded from an authority even when a moment's reflection would show the unreality of the claim. Thus in the case of the reproduced advertisement of Van Camp's pork and beans in Figure 15, I am impressed by the statements, "Culinary art combined with science has revolutionized Baked Beans. The dish of today, as baked by Van Camp, is a new creation." The picture leads me to suppose that the statements of the advertising writer are the words of what appears to be an expert chef. The statement is to me a suggestion in so far as I accept it without criticism or proof. This device of showing what appears to be the photograph of an expert in connection with statements is a common one in advertising and one that is most effective since it increases our suggestibility very greatly. In this way the prosperous-looking business man is represented as approving of some proposition appertaining to business. The physician seems to be affirming the statement that refers



No Rim-Cuts

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To Save Blow-Outs

Rubber Rivets
To Combat Loose Treads

All-Weather
Double-Thick Treads

Popularity

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Weigh Tires By This Scale

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Blow-outs—the countless blow-outs due to weakened fabric—are eliminated by our "On-Air" cure. This extra process—this fastening on elastic air—costs us \$450,000 yearly. No other maker employs it.

Loose treads are combated by a patent method which reduces the danger by 60 per cent. Hundreds of large rubber rivets are created during the vulcanization. This is done in no other tire.

All Weather treads are used on Goodyears only. These are tough and double thick. They are flat and smooth, so they run like a plum tread. They grasp wet roads with deep, sharp, resolute grips.

Popularity
After 15 years of our position—after millions of mileage tests—Goodyears rule Tiredom. They outlast any other.

That shows the verdict of users—hundreds of thousands of them. And this year users are changing to Goodyears faster than ever before.

That is due to less trouble—to lower cost per mile—to just the savings that you seek.

16 Extra Prices

Yet despite these features, there are 16 makes which cost more than Goodyear prices. Some are one-third higher. The price of some buys a half-ton of larger Goodyears. And some charge for three tires what Goodyear asks for four.

This is due to our rapid reductions. Multiplied output has brought Goodyear prices down. New equipment and new efficiency have helped.

Don't judge tires by prices. Those are arbitrary facts. Weigh them by the scale we picture. Weigh them by their worth.

When you do this you'll want Goodyears. And any dealer will supply them to you.

GOOD YEAR
AKRON, OHIO

No-Rim-Cut Tires
With All-Weather Treads or Smooth

THE GOODYEAR TIRE & RUBBER COMPANY, AKRON, OHIO

Toronto, Canada London, England Mexico City, Mexico

Dealers Everywhere Branches and Agencies in 103 Principal Cities Write Us on Anything You Want in Rubber

July 18, 1914

Figure 14

MAKING SUGGESTIONS EFFECTIVE 169

carries the most weight is assigned the most important duties.

Our subjection to authority is so great that it can be taken advantage of in most absurd ways. In persuading men we try to make our words appear as though they proceeded from an authority even when a moment's reflection would show the unreality of the claim. Thus in the case of the reproduced advertisement of Van Camp's pork and beans in Figure 15, I am impressed by the statements, "Culinary art combined with science has revolutionized Baked Beans. The dish of today, as baked by Van Camp, is a new creation." The picture leads me to suppose that the statements of the advertising writer are the words of what appears to be an expert chef. The statement is to me a suggestion in so far as I accept it without criticism or proof. This device of showing what appears to be the photograph of an expert in connection with statements is a common one in advertising and one that is most effective since it increases our suggestibility very greatly. In this way the prosperous-looking business man is represented as approving of some proposition appertaining to business. The physician seems to be affirming the statement that refers

to the medicinal qualities of goods. The expert accountant is depicted as recommending the adding machine. The typewriting girl is represented as describing to us the virtues of a new machine. The beautifully dressed lady speaks from the finely executed half-tone to assure us of the peculiar loveliness of the advertised costumes.

Imitation is one of the most common forms of suggestion. We imitate the acts of others without considering the advisability of so doing. This fact is most significant in understanding methods of influencing men. We imitate others more readily than we follow their words. "Come on!" is more effective than "Go on!" If I see others looking into a shop window I too am inclined to stop and look. If others are interested in one class of sport, that is the particular form that entices me. All fashions and customs are but testimonials of the power of imitation as a form of suggestion.

In persuading men it is frequently possible to avail oneself of the suggestive force of imitation even when direct imitation is impossible. Thus pictures of others performing any particular act induce us to imitate the pictured actions. The advertisement reproduced as

Figure 16 creates in the mind of the reader a tendency or even a desire to imitate the depicted action.

We imitate most readily those whom we look up to as authorities or those who are our peers and belong to our social class. This fact is taken advantage of by presenting pictures of individuals having the appearance of authority in the field of the advertised commodity. At the same time, the individuals of authority are represented as belonging to the social class of the possible customers. The reproduced advertisement of Firestone tires (Figure 17) is cleverly constructed to utilize this tendency. The men who should know tires are the dealers, the automobile owners, and chauffeurs. These men seem to recommend these tires enthusiastically. Furthermore, these men are of the social classes that purchase tires.

The purchaser of a mop is ordinarily either the wife or the maid. These are also the persons whose judgment of a mop is of most value. In exploiting a mop it is important to represent the ideal wife as approving it if it is to be sold to wives. However, if it is to be sold upon the recommendations of maids it is important that the ideal maid should be represented as using

and approving the mop. The advertisers of the O-Cedar mop solved this problem in a very clever way. In their advertising they represent their mop as being used with great approval by an individual that may be interpreted equally well as a wife or as a maid (Figure 18).

III. SUGGESTION EXCLUDES COMPARISON AND CRITICISM

If I am trying to persuade you by means of suggestion, then I must see to it that no thought of other possible lines of action should enter your mind. I must not mention competitors nor present my commodity in such a way that you would be likely to think of other possible lines of action. Also in presenting to you my line of goods I must not compel you to make a choice between different classes of goods which I offer.

According to this principle in persuading men the agent avoids all reference to competitors and the salesman attempts to hold your attention down to one class of goods at a time. Salesrooms are sometimes so constructed that customers can see none of the goods except as they are presented by the salesman. The sales-



The Fine Art of Baking Beans

Culinary art combined with science has revolutionized Baked Beans. The dish of today, as baked by Van Camp, is a new creation.

No home or hotel can produce anything like it. The only way to get Beans like these is to let us bake them for you.

VAN CAMP'S
PORK & BEANS BAKED WITH TOMATO SAUCE
 Also Baked Without the Sauce
 10, 15 and 20 Cents Per Can

Figure 15

172 INFLUENCING MEN IN BUSINESS

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VAN CAMP'S
PORK & BEANS BAKED WITH TOMATO SAUCE
 Also Baked Without the Sauce
 10, 15 and 20 Cents Per Can

Figure 15

"I buy Emery Shirts
as a matter of good business. Here are three of the reasons why:"





The
Emery
TRADE MARK
Label



The
Nek-ban-tab
PATENTED
Bond



Guaranty
BOND

"The 'Emery' label is a certificate of character for a shirt: represents thirty-five years' shirt-making experience; stands for a manufacturer of national fame; means unsurpassable workmanship, finish and style."

"The 'Emery' Nek-ban-tab saves my time of mornings—opens the starched-up collar button pocket and lets me insert the button in a jiffy. Only the 'Emery' shirt has this convenience."

"The 'Emery' Guaranty Bond (with each shirt) makes 'Emery' shirts a safe investment, whether bought singly or by half-dozens. *Fit, color and wear are Guaranteed.* If an 'Emery' shirt goes wrong the dealer replaces it."

It pays to look for *Emery* when you buy shirts. Price \$1.50 up. Your dealer can supply you. Or we will send name of dealer who will, together with Catalog of Emery Shirts from which to select.

Write us for "Ethics of a Gentleman's Dress."

W. M. STEPPACHER & BRO., Inc., Philadelphia
Offices also—New York, Chicago, St. Louis

Figure 16



THE THREE TIRE-WISE MEN ENDORSE

Firestone

TIRES AND RIMS

THE DEALER SAYS:
"They don't come back so often but they do come back for more."
Firestone TIRES

THE CAR OWNER SAYS:
"I'm strong for Firestone TIRES—RIMS because they add to the pleasure and economy of motoring."
Firestone

THE CHAUFFEUR SAYS:
"Tire changes must be made quickly but not often—that's why I drive on Firestone TIRES and RIMS."
Firestone

THE car-owner, the dealer and the chauffeur are a trio of tire authority from which there is no appeal. Their endorsement of Firestone Equipment is a decree which has its foundation in experience. They have made the test from every angle of service, safety, comfort and economy; of business prestige and profits; of convenience and easy handling. The result is a belief in the reliability of material, integrity of building and perfection of service which has made famous the name of Firestone.

Investigate further the reason why experience favors Firestone. Look in your dealer's window for the sign of the Three Tire-Wise Men.

The Firestone Tire & Rubber Company, Akron, Ohio—All Large Cities
"America's Largest Exclusive Tire and Rim Makers"

Figure 17

Like A Fairy's Wand!
The New, Improved, Adjustable

O-Cedar Mop
Polish

Changes Dull, Lifeless Floors To Mirror-Like Lustre and Brightness

Miss O-Cedar is the good fairy who keeps more than two million homes clean, bright and cheerful. One sweep of her wand (an O-Cedar Mop) and dull, dingy floors or woodwork spring into scintillating brightness, with every beautiful, delicate detail of their grain revealed.

Cleans as It Polishes

Sold by all druggists, grocers, hardware and department stores. Either style, round or triangular, in two sizes at

75c
and
\$1.25



This New, Convenient
"Handy Handle Hinge"
is now a part of every O-Cedar Polish Mop
and makes it perfectly adjustable.

Channell Chemical Co. Chicago-Toronto-London-Berlin

Figure 18

man makes the most of this unique opportunity and presents to the customer a single line of goods and gets a decision on that. This specimen of the goods is then removed from sight and another presented, but, so far as practicable, the customer is not allowed to have two possible choices before him at once. This method has proved very successful.

We are more inclined to question a statement expressed in direct language than we are the same statement if expressed indirectly or in figurative language. That is to say, figurative and indirect language increases suggestibility. This fact is taken advantage of in many of the most successful attempts to influence men of which we have record. Mark Antony's oration at Cæsar's funeral, as presented by Shakespeare, is one of the most masterly uses of indirect and figurative language in stirring men to action. This form of expression takes us off our guard and keeps us from criticizing what is said. In fact, the speaker does not seem to assert anything which could be criticized, but he leads us to think things which would be criticized and would lead to antagonism if asserted directly. This figurative and indirect form of language is thus able to instil in us the

desired ideas without giving us any occasion to question what has been said.

In some instances the name of a commodity suggests indirectly a superior quality. As examples of this should be cited Cream of Wheat, Ivory, White Rock, Sunkist, etc. These names suggest a quality in such a clever way that it can scarcely be questioned.

A spirit of frankness, openness, and confidence allays suspicion and increases suggestibility. The man who has confidence in himself and his wares has an easy battle with the competitor who lacks self-confidence and who is not sure of the value of his proposition. No man can hope for respect from others unless he has it for himself; he can not readily win others to his cause unless he has first convinced himself. No man can do himself justice in a calling which makes him feel apologetic, and neither can he successfully advocate a cause for which he feels called upon to apologize. The remarkable effectiveness of such phrases as "The kind you'll eventually buy," is to be found in this spirit of unbounded confidence which the promoter displays in his commodity.

A critical audience can not be moved by suggestion. Its confidence must first be secured.

The task of the advertiser is made difficult because of the suspicion with which his copy is received. The public are not inherently suspicious but have been made so because of their experience with advertisers. The first great American advertiser was P. T. Barnum. He worked on the theory that the American public liked to be humbugged. He gave them what he thought they wanted. The second great epoch in American advertising was the exploitation of the worthless and even harmful patent medicines. A third campaign that should be recognized is the publicity of the fakers who still continue to rob the American public of millions of dollars annually. P. T. Barnum, the patent medicines, and the fakers have created general suspicion toward all advertisements. The advertisers' great task is to counteract this baneful influence. They are succeeding in this task most creditably. In our best publications all advertising firms as well as all copy received are scrutinized with great care. Almost a score of states and several large cities have recently passed laws against fraudulent advertisements. Satisfaction guaranteed, goods sent on approval, money back at your request, and other related policies are

rapidly coming into vogue. If by the united efforts of the advertisers of America suspicion could be removed from the purchasing public, suggestion would become the great method of exploiting merchandise, and the present high cost of distribution would be materially reduced.

IV. SUGGESTION SECURES DIRECT RESPONSE WITHOUT DELAY

In order that the response may be carried out by suggestion, everything must be done to make such response as easy as possible. We must plan that the desired step shall not be of such a nature that it would be likely to cause hesitation. Thus in an advertisement in which suggestion is depended upon, the reader should be called upon to do something which is simple and easy. Many firms find it wise to supply the coupon in connection with the advertisement, so that the reader may fill it out and mail it at once. Other firms offer samples, catalogues, or demonstrations upon request; goods are sent C. O. D., or charged, or to be paid for upon approval, or upon the promise of money back if not satisfactory. These devices are wonder-

fully successful in begetting action immediately following the suggestion.

Great ingenuity is exercised by some general

Quick Delivery Coupon Brings The Oliver Typewriter

for
**Seventeen Cents
a Day!**

Quick Delivery Coupon and Order Blank
The Oliver Typewriter Co.,
67 Oliver Typewriter Bldg., Chicago

Customers—I accept offer of brand model No. 1 Oliver Typewriter Seventeen Cents a Day. I enclose please find \$15 as evidence of good faith. I agree to save 17 cents a day and mail balance, per- is monthly installment. It is to remain in my name until machine is fully paid for.

Name.....
Address.....
From.....
Reference.....

This coupon-on-wheels will rush the Oliver Typewriter to any point in the States. It's our long-distance Quick Delivery Service. Insert your name and address, attach check or draft for \$15 and send it on. The Oliver Typewriter will be delivered in record-breaking time, in perfect working order. You can pay balance monthly at the rate of seventeen cents a day, while you are using the typewriter!

The OLIVER Typewriter
The Standard Visible Writer

Our army of Oliver agents, over 15,000 strong, cannot possibly meet personally all who wish to avail themselves of this Seventeen-Cents-a-Day Offer. We print this coupon to meet the emergency. It is the Seventeen-Cents-a-Day Selling Plan reduced to its simplest form.

The coupon extends the advantages of this tremendously popular plan to the most remote points of this or any other country. It cuts all "red tape"—does away with delay—places the world's best \$100 typewriter on your desk, for Seventeen Cents a Day. Put your name on the coupon now and we will ship your Oliver.

The Oliver Typewriter is made of the most expensive materials employed in typewriter construction. It is built with infinite care, by highly skilled, highly paid workmen.

It looks easy to see our acres of special machinery, directed by trained brains and hands, turn tons of metal into trainloads of typewriters.

But back of this vast equipment, back of the great organization, back of the big expenditure—overshadowing all in importance—is THE BIG IDEA that finds expression in this marvelous writing machine.

Figure 19

distributors in suggesting immediate action as well as in controlling the conditions to make the suggested action easy of execution. Thus in

the reproduced advertisement of the Oliver typewriter (Figure 19) the suggestion to action is given by the coupon in the form of an automobile. The ease of response and the promptness of delivery are also suggested by the sentence, "Quick delivery coupon brings the Oliver typewriter for seventeen cents a day!"

The proprietor of a large railroad lunch counter inaugurated the policy of serving two sandwiches when but one was ordered. The customer was in no way obliged to eat and pay for the second sandwich, but when it was before him the suggestion to accept it was so strong and it was so easy to do so that the sale of sandwiches was greatly increased.

After the salesman has properly presented his offerings, he is in a position to say, "Now that you fully appreciate my goods how large an order shall I write out for you?" The advertisement closes with an appeal to send for circular, to write for demonstration, or to call at once to inspect the goods. These means to help you to decide and to execute your decision are quite essential since procrastination is so likely to keep you from doing the thing which you were just on the point of doing.

In purchasing advertised goods (mail-order

advertising particularly) there is usually no reason why you should place your order now rather than some hours or days later. Every student of industrial history knows that in the past it has usually been true that the person who placed his orders earliest secured the best goods. But in advertised goods all orders must be filled with goods of uniform quality.

In personal forms of selling the presence of the seller fixes the moment at which the buyer could most conveniently make his purchases. But when the seller is the printed page appearing regularly, there is no particularly appropriate time for action. This is one of the fundamental inherent weaknesses of most forms of advertising and is an obvious cause in increasing and making habitual this natural tendency to procrastinate. If we procrastinate purchasing advertised goods till a more convenient season, the convenient season may never come.

A short time ago I went, toward evening, from Evanston to Chicago. On the way my eye caught sight of a street-car card containing the following sentence: "Why not take supper at Henrici's to-night?" The definiteness of the question got the better of me. I went to Hen-

rici's for supper that evening, although I had not intended to till I read the street-car card. If the sentence had read, "Try a supper at Henrici's"—it would not have been effective with me for that night—I would have procrastinated.

During the months of October, November, and December, certain magazines make especial efforts to secure new subscribers. One year's subscription received in October is good for 15 months; received in November, good for 14 months; and received in December, good for 13 months. Such appeals are sufficient to overcome the tendency to procrastinate in many instances.

Offers which are advertised as good till a particular date, are sometimes accepted by more persons than would have accepted if the offer had had no time limit.

All these schemes to secure action by limiting the time within which an action may take place have been successful in particular instances, but they are not subject to general application in any way.

The salesman who depends upon the power of suggestion presents the order blank at the psychological moment, and, without taking time

to consider, the customer signs for his orders. The agent completes his suggestion by skilfully putting the question which leads to the order. He does not say, "Will you take the policy?" but, "Shall I make it for ten thousand?" The agent may also effectively put the question in some such form as the following: "Now that you understand the nature of our policy, do you think your wife would be sufficiently protected by a policy of fifty thousand?"; "Realizing as you do the call which may reasonably be expected for the goods, do you think one car load will be sufficient to supply the demand?" When the customer has not yet decided to make the purchase his decision is sometimes forced by such suggestive questions as, "Shall I send it, or will you take it with you?"; "Shall I charge it, or do you prefer to pay cash?"; "At what hour would it be convenient to have it delivered at your office?" Unless these suggestive questions are put by the right person and at the right time they are absolutely worthless. When properly used they are most effective.

—If in persuading men we wish to depend upon the working of suggestion we must not only disarm them of suspicion, but we must make response easy and suggest definitely the nature

of the response and the time at which the act should take place. The degree to which we accomplish this is the measure of our skill in carrying suggestion to a happy conclusion.

| DATE DUE | | | |
|--------------------|--|--|--|
| Jan 10 | | | |
| Feb 23 | | | |
| Mar 16 | | | |
| Oct 26 | | | |
| Mar 13 | | | |
| Mar 20 | | | |
| Apr 24 | | | |
| Nov 3 | | | |
| Mar 16 | | | |
| | | | |
| July 23 | | | |
| Dec 16 | | | |
| Jan 6 | | | |
| FEB 15 1947 | | | |
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